DESIGN AND TESTING OF AN AIR FORCE SERVICES

MYSTERY SHOPPING PROGRAM

An RHIT 590 Research Project

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DEFINITIONS OF KEY AIR FORCE TERMS AND ACRONYMS

Activity: Term used in the Air Force to describe separate business operations. For example, the bowling center, the Officer's Club, and lodging are all activities.

AF: Acronym for Air Force

AFB: Acronym for Air Force Base

Appropriated Fund (APF) civilians: Government employees whose salaries are tax dollar funded.

Civilian: For this project a civilian indicates a government employee that is not a military member on active duty.

Consulting companies: Term used in this project to describe independent mystery shopping companies. These companies' primary business is providing mystery shopping services.

Family member: People who are family members of any type of government employee including retired military.

Flight: Air Force organizational level consisting of several similar activities. For example, lodging, military dining facilities, fitness centers, libraries, and mortuary affairs combine to make the Combat Support Flight.

Non-appropriated Fund (NAF) civilians: Government employees whose salaries are funded from activity revenues. For example, money that customers pay for foodservice and lodging is used to fund NAF salaries.

Program manager: Generic job title given to the person who manages the Air Force mystery shopping program.

Program designer: Generic job title of the person who designed the Air Force mystery shopping program.

Services: Generic term used to refer to activities and functions performed by a Services Division.

Services Division: Air Force organizational level normally consisting of five flights. The Services Division at Wright-Patterson AFB consists of over 60 activities with more than 1,000 employees. Divisions with military bosses are called squadrons.

Shop: For this project, a shop refers to a single mystery shop completed by either a company employee or an independent contractor.

Shopper: The person who performs mystery shops

CHAPTER I

INTRODUCTION

Statement of Problem

Base level Air Force Services' lodging and foodservice activities use limited service quality measurement tools to determine customer perceptions of service quality. These tools, specifically management observation and customer comment cards, do not provide a complete picture of service quality. Other service quality measurement methods such as mystery shopping are rarely used. Bases do not consider using mystery shopping programs because of the significant resources required to start the program. This project designed and tested a mystery shopper program for the US Air Force foodservice and lodging programs at Wright-Patterson AFB, OH as a prototype for other bases.

Background

The use of mystery shoppers to evaluate customer service experiences is widely used in commercial foodservice and hotel industries. Many companies "shop" their properties with in-house programs while others contract an independent company to perform the shopping.

US Air Force Services activities such as foodservice and lodging have increasingly focused on improving customer service over the past several years. Different tools used by the Air Force to measure service quality include management observation and customer comment cards. Both of these methods have limited application due to measurement biases. As a result, there is a need to measure service quality in an unbiased manner to help identify what is working well and what areas needs attention. A fully integrated mystery shopper program combined with other methods of evaluation will allow Services squadrons and divisions to better measure their service quality, recognize employees, and take immediate action to fix problems as they occur.

US Air Force Services did not have a standard mystery shopping program in place before this program was developed. A few bases were performing mystery shopping activities on an irregular and informal basis. One of the biggest obstacles to using mystery shoppers was the initial effort required to set-up a program. In addition, bases could not take advantage of commercial mystery shopping services because many shoppers were not authorized to use base facilities.

Project Overview

This project designed, set up, and tested a prototype mystery shopping program at Wright-Patterson Air Force Base in Dayton, Ohio. The program included all evaluation forms, training materials, marketing materials, recruiting materials, a shopper tracking database, a results analysis database, a recognition program, a budget, and an annual schedule of shops for each activity.

This mystery shopping program was designed to be flexible so that other bases could tailor the program to focus on the evaluation criteria most important to their operations. This program evaluated customer service, product quality, cleanliness, facility maintenance and timeliness of service. In addition, the mystery shopper program validated customer service training, squadron service standards, and recognized employees for outstanding customer service.

Fifty shops were scheduled to test the mystery shopping program. Ten shops were scheduled for the Wright-Patterson Inns lodging operation, a 650-room lodging operation, and a total of forty shops were scheduled in twenty different foodservice operations located throughout Wright-Patterson AFB. Twenty-one common areas were rated similarly in all facilities to provide overall results for the entire Services Division. Each shopper completed a program

critique evaluating the training, shopping guide, forms, and overall program. The results from these critiques combined with inputs from the mystery shopping program manager and designer were used to evaluate the program and make changes as necessary.

In addition, this project informally interviewed five hotel chains, five restaurant chains, and five independent mystery shopping companies to identify industry standards for mystery shopping recruiting, training, areas of evaluation, frequency, recognition, and costs. These results were compared to the decisions made designing the Air Force program for each of these areas.

Objectives of Study

There are several components to that make up this research project. To help differentiate them a list of objectives are provided. These objectives are listed in the order they will be accomplished.

Objective 1:
   To investigate industry mystery shopping standards to include frequency, cost, and recognition

Objective 2:
   To design a prototype mystery shopper program for Air Force Services that includes recruiting and training of shoppers, recognition of employees, cost budgeting and tracking, and results tracking and analysis.

Objective 3:
   To test, evaluate, and modify the Air Force Services mystery shopper program

Objective 4:
   Ensure the mystery shopper program is flexible and can be modified easily by each base using the program

CHAPTER II

LITERATURE REVIEW

Defining Service Quality

"One of the basic tenets of the quality movement is that the customer decides what quality is" (Massnick, 1997, p. 34). However, since service quality is intangible and means different things to different customers, it is often defined in terms of customer perceptions and expectations in the service quality literature. In their 1985 article, Parasuraman, Zeithamal, and Berry defined service quality as the amount of difference between customer's expectations of the service and their perceptions of the service performance. This definition has been frequently cited and corresponds with many other authors' definitions. Edvardsson, Thomasson and Overveit word it this way "customer-perceived quality is often defined as the relationship between the customer's expectations of the service and his or her perception of the service received" (1994, p. 1).

Importance of Service Quality

A study conducted by The Forum Corporation revealed that nearly 70 percent of the identifiable reasons customers left companies had more to do with the quality of service than the quality of the product (Massnick, 1997). In a separate study conducted in 1989 by Gallup, the American Society for Quality Control (ACQC) found that American executives ranked improvement to service quality as the most important means to improve customer satisfaction (Edvardsson et al., 1994). Air Force Services also places a strong emphasis on measuring and improving service quality.

Keeping customers is very important, not just to prevent reduced revenue from lost customers, but also because of the potential negative influence it has on other customers.

The U.S. Department of Commerce has found that more than 90 percent of dissatisfied customers will simply drift over to the competition, though not always silently. The study further revealed that the dissatisfied customer will voice his displeasure to sometimes as many as nine of his friends, relatives, and other acquaintances who rely on word-of-mouth advertising in choosing where they spend their money (Bode, 1993, p.66).

There is also the increased expense of gaining new customers, which costs about five times more than keeping current customers. In addition, it costs about ten times more to get the lost customer to return (Massnick, 1997).

Service quality is important because it directly affects the satisfaction level of customers and in-turn, the satisfied and dissatisfied customers have a direct affect on profits. Keeping customers and keeping the customers satisfied is especially important to hospitality companies because such a large part of their "product" is service. The question that arises is how do hospitality companies maintain satisfied customers? "Sustained and continuous quality improvement is not possible without measures of quality. Quality measurement is probably the most important technique for a service aiming for more than a superficial improvement" (Edvardsson et al., 1994, p. 178). Customers' high expectations and the increased level of competition in the hospitality industry make service quality measurement more important than ever for companies to stay competitive (Ford and Bach, 1997). Restaurants and hotels are no exception and must find ways to discover their customers' opinions of their service quality.

Measuring Service Quality

There are many aspects that customers consider when perceiving the quality of a service such as quick service, quality product, and fun atmosphere. Since each customer values these aspects differently, it is difficult to determine which aspect is the most important. In their service quality research, Parasuraman et al. (1988) identified five domains that categorize the different criteria that consumers use to assess service quality. These domains are tangibles, reliability,

responsiveness, assurance, and empathy. These domains can be used to ensure that the measurements of customer's service quality perceptions are equal for the different areas that customers deem important.

Questions designed to measure service quality can be designed as either quantitative or qualitative. The quantitative measurements obtain objective facts such as the number of rings before a phone is answered and whether or not employees are wearing a nametag. The qualitative measurements obtain less precise verbal information from the subjects which helps managers better understand customer's expectations and requirements (Edvardsson et al., 1994). Quantitative and qualitative methods complement each other and a combination of both should be used to measure service quality (Edvardsson et al, 1994, p.181). Executives from ten major mystery shopping companies agreed that there should be a mix of objective and subjective questions to measure service quality. They also felt that the majority of questions should measure objective aspects ("Mystery shoppers resource," 1994).

Methods Used to Measure Service Quality

There are a number of methods that are used to measure this critical element of the hospitality industry. These methods include management observation, employee feedback programs, comment cards, mail surveys, on-site personal interviews, telephone interviews, focus groups and mystery shoppers. "Selecting the best method requires balancing the organization's strategic goals and the cost of achieving them" (Ford and Bach, 1997, p. 83). The two most commonly used techniques used by base level Air Force Services are management observation and customer comment cards.

Many of the available methods have positive and negative attributes. For example, management observation allows the manager to see first hand what is going on without having to

interpret the perceptions of an employee or customer. On the other hand, many employees are on their "good behavior" when the manager is watching, which reduces the effectiveness of this method. Use of customer comment cards is another popular technique. The benefits include moderate cost of data collection and an indication that the company is interested in the customer's opinions on service quality (Ford and Bach, 1997). The drawbacks of comment cards include a self-selected sample of customers, which is not statistically representative, and that comment cards generally reflect the opinions of customers that are either extremely dissatisfied or extremely satisfied with their service. In addition, the customer may only report the worst items that they did not like, leaving other important information uncollected. How does a company get a customer's unbiased assessment without having employees react differently than normal (Ford and Bach, 1997; Brown, 1989)?

Mystery Shopping

One method is mystery shopping. "Mystery shopping provides an impartial guest's eye view of the hospitality operation" (Stefanelli, 1994, p. 17). Mystery shoppers are people hired and trained (sometimes after the first shop) to use a company's services and record their observations (both good and bad) about what they see. They provide an objective perspective and look at the restaurant or hotel with fresh eyes. The idea is to "catch people doing things right" (Kelly, 1997, p. 16). The employees do not know who these shoppers are and therefore treat them the same as any other customer. However, employees do know that every customer could be a potential mystery shopper, and the areas that mystery shoppers are evaluating. This knowledge motivates the employee to focus on the most important aspects of the business. "People (employees) do what you inspect, not what you expect" (Brown, 1989, p. 136). Don Bode of the Consumer Research Group believes that it is the "combination of continual,

unbiased, anonymous 'Positive Customer feedback' [sic] that gives the assessment its optimal value" (1993, p. 66).

"The typical shopping process is an on-site visit that includes an objective analysis of service, facility, and product quality" (Stefanelli, 1994, p. 17). After the visit, the shopper writes a detailed report on the visit for management to use to improve quality of service. Limitations of mystery shopping include recall bias, motivation of the shopper, a moderate to high cost and a potentially statistically invalid sample due to the limited number of shops (Ford and Bach, 1997). "If used correctly, a mystery shopping program will yield many dividends for hospitality companies. The cost of mystery shoppers seems small compared to the benefits derived" (Stefanelli, p. 18).

There are no research articles addressing the effectiveness of mystery shopping, however an unpublished study conducted over a six year period from 1992 through 1997 by Dr. Joe La Lopa, Purdue University, and the Wales Tourism Board found significant improvement in hotel properties that were mystery shopped during this period. Although there are other possible factors that could have contributed to this improvement, such as increased competition and higher customer expectations, the results still positively support mystery shopping. Other than this study, the only indication of the effectiveness of mystery shopping is the widespread use of the method in the service industry. There are over 400 independent companies that provide mystery shopping services (S. Snedegar, personal communication, June 2, 1998). In addition, many companies operate in-house programs.

Air Force Services operates hospitality businesses to serve the needs of the military community. These programs have the same requirement to assess service quality as their commercial counterparts. Because Air Force programs can only serve authorized patrons, many

Air Force bases have been reluctant to utilize mystery shopper programs because it is difficult to hire a contractor or create a program from the ground up. As a result, there is not a standard Air Force mystery shopper program.

Mystery Shopper Industry Standards

Since there is little research on mystery shopping, especially concerning food service and lodging, this project identified industry standards to better understand the typical cost, frequency, and recognition of mystery shopper programs. These standards are derived from foodservice, lodging, and independent mystery shopping companies based on their experience with their mystery shopping programs. Many of these companies developed their own mystery shopper programs by trial and error. They had to discover the best questions, frequency, payment and recognition program to use for their program. There are two different methods companies use to conduct mystery shopping: in-house and contract.

In-house Programs

Companies that use in-house mystery shopping programs usually conduct all mystery shopping duties with internal personnel. The corporate office sets up the shopping criteria, schedules the shops, and tracks results without the aid of independent contractors. Shoppers are generally regional managers or corporate personnel who are generally unknown at the property level (Stefanelli, 1994). For example, Arby's, Inc. created an in-house program called "Catch Me Doing Something Right" after using independent services. Joe Langtau, Senior Vice President of Operations, explains, "One of the concerns is the quality of folks that do the evaluating. We had problems with consistency and accuracy of evaluations" (Thompson, 1993, p. 26). Domino's Pizza was another. They also switched from using a contract-shopping program to an in-house program because they felt that for the cost, they could get better feedback

from internal personnel. They use area supervisors and managers to call their own stores from friends' houses and then evaluate the service and product quality while remaining anonymous (Thompson).

While some companies want shoppers with extensive knowledge about the business, other companies such as Sholodge Franchise Systems, the University of Kentucky and the University of Southern California, recruit regular customers which are usually less informed to be their shoppers. They can provide a different view from the in-house employee's perspective and give an added boost to public relations, but it also adds more work to train and track these shoppers ("At 9 campus facilities," 1997; Snedegar, 1998; "Guest 'shoppers'", 1996; Quinton, 1991)

In-house programs have their advantages and disadvantages. The advantages include a closer control over when and how the shops are conducted. In addition they can receive the feedback more quickly, especially if internal employees are conducting the shops. They can make sure that shoppers are properly trained and focus on the right areas. Some of the disadvantages include the extra time and money required recruiting, training and tracking shoppers. The labor expense of an internal employee to shop a property will usually cost more than hiring an independent shopper. Internal employees usually receive an hourly wage and reimbursement for the meal or room charges, while an independent shopper's compensation is normally only the meal or room reimbursement. A regional manager conducting a shop on one his or her own properties may have a bias, either positive or negative, toward that property (Thompson, 1993; Brown, 1989).

Contract Programs

The other way to have a mystery shopping program is hiring an independent research consultant. This is an extremely fast growing industry because of the low overhead and start-up costs. Many companies use the Internet to recruit shoppers, distribute questionnaires, and receive completed shopping reports. There are at least 400 companies that provide shopping services and thousands of independent shoppers that will work through one of these companies or directly for the company wanting the shops. Elrick and Lavidge Mystery Shopping, for example, maintains a database of over 25,000 shoppers across the country (Kephart, 1996). Some other companies that provide mystery shopping services include T.I.P.S., Perks, A Closer Look, and Guest Perception, Inc. to name a few (Thompson, 1993; Cook, 1998; "Mystery shoppers," 1998).

These companies provide the entire shopping service including questionnaire design, recruiting, training, scheduling, and payment of the shoppers. Companies who hire these services still need to be involved to ensure the right areas are shopped, the information is properly utilized, and recognition of employees is provided (Thompson, 1993).

Au Bon Pain originally created their own in-house program, but switched to an independent company because it was too difficult to train shoppers (Thompson, 1993). *[Note: In a telephone interview conducted with Au Bon Pain in June of 1998, they indicated they had stopped using mystery shopping all together]*. It is a time consuming process to continuously recruit and train shoppers to ensure a fresh set of eyes are evaluating the company's products and services. The advantages of using a contract company include saving company time and money. Most hospitality companies using mystery shopping, prefer to hire specialized outside contractors (Stefanelli, 1994). The disadvantages include losing direct control over when and

how the shops are conducted. Although a contract may specify the number of shops that will be performed during a certain period of time, the actual day the shop is completed depends of the availability of a shopper. The company loses control over how the shopper is trained to perform the visit, which effects the quality of feedback. Some companies believe that only permanent employees working in the hospitality industry understand the business and can be trusted with shopping duties (Stefanelli, 1994). In addition, the feedback is generally slower getting back to the company.

In general, larger companies should consider an outside contract. "Mystery shoppers are best or most often used by companies whose outlets are spread all over the country and need to ensure that quality and service is [sic] consistent at all outlets" says Bernyce Hayes, President of Bernett Research Services (Kephart, 1996, p. 1-2). Brian Quinton (1991) agrees advising that a small concentrated chain can use an in-house program, but when the company is spread over two or three cities or states then an outside company may be the best solution.

Areas of Evaluation

Mystery shoppers can only evaluate the restaurant or hotel from a guest's perspective. As a result, they can not evaluate the profit/loss ratio, FDA standards, and other behind-the-scene standards (Thompson, 1993). But mystery shopping programs can assess employee performance, service quality, product quality, cleanliness, décor, ambiance, security, suggestive selling, training programs and overall experience. (Cook, 1998; Kelly, 1997; Stafanelli, 1994; Thompson)

"The composition of the questionnaire is critical to the success of a mystery shopping program" (Thompson, 1993, p. 27). If an outside consultant is used, the company must work closely with him or her to ensure the most important items are evaluated. The questions should

be designed to retrieve and provide both numerical and descriptive data. Actual times of service and the number of telephone rings are numerical data, whereas the degree of staff friendliness or feel of ambiance is descriptive data. Even though scaled ratings are needed for tracking trends, written comments enhance the quality of feedback. According to Ann Jennings, founder of T.I.P.S. shopping service, "the response is only as good as the question, so write the questions to get the right information. This information is used to make business decisions" (Thompson, 1993, p. 27).

Program Costs

There is a wide range of costs associated with mystery shopping. The average cost per shop is difficult to pinpoint because each company's requirements are different. Complexity of feedback, in-house vs. contract, volume of shops, experience of shoppers, and price of the services will effect shopping prices. As a minimum, most companies cover the price of the meal or hotel stay up to a set amount.

In-house programs, for example, have costs associated with recruiting, training, questionnaire design, scheduling, and of course the cost of services and products consumed plus additional pay for the shopper. When Au Bon Pain ran their in-house program, they estimated it cost more than $150,000, including internal administration. Au Bon Pain paid in-house shoppers $10 a visit, and the contract shopping company $30 a visit inclusive of food (Brokaw, 1991). Frequently, at more expensive restaurants and hotels, free food or accommodations is adequate compensation for the shoppers (Jedd, 1994).

Independent shopping companies are typically paid $50 per visit plus expenses for a restaurant visit, although larger contracts with more frequent shops can receive a discount price for volume (Kelly, 1997). Hotel shops are more expensive. The cost of a hotel shop can go as

high as $1,500 plus expenses for a shopper staying overnight at a full-service resort hotel (Ford and Bach, 1997).

Frequency of Shops

The frequency of visits will depend on what is being evaluated. Most companies have their operations shopped once a month (Brokaw, 1991; Brown, 1989; Quinton, 1991). If data is needed on different shifts, each one should be shopped monthly. Less frequent shops reduce the validity of the data. The time when shops occur is important as well. "A spotting at peak time will be more useful than a spotting at off peak, especially if a competitive comparison is being made" (Kelly, 1997, p. 18). Max and Erma's Restaurants, for example, are shopped a minimum of 16 times each per year (Quinton, 1991). Ruby's restaurant chain shops their stores once per month and Au Bon Pain has shoppers visit each store three times over a four week period to check each shift (Brokaw, 1991; Brown, 1989).

Recognition Programs

"Managers and supervisors should always focus on the positive; emphasizing what could have been done more effectively, as opposed to what was done wrong" (Kennedy, 1997, p. 37). Karen Dorman, President of ServiceSeekers (1994) agrees stating "one of the most effective uses of shopping results is a comprehensive incentive program. This is best accomplished by using positive survey results to reward employees for appropraite behaviors and to retrain, not condemn, employees for deficiencies the survey detected" (p. 18). The important part of this is recognizing the employees that provided outstanding service. Employees will have a better view of the program when it rewards them for their hard work than trying to find them making a mistake. David Lipton, President of Sensors Quality Management Inc. believes that mystery

shopping "is a tool to change or develop employee behaviors. Incentives, he says, are more powerful than Big Brother" (Cook, 1998).

Most companies have a recognition program tied into their mystery shopper program. "Shoney's, Max and Erma's, Au Bon Pain and many other restaurants base incentive programs and bonuses on mystery shopper's reports" (Thompson, 1993, p. 26). Ruby's owners reward waiters who score high on the shop with $50 as soon as the survey is turned in, and manager bonuses are also influenced by the shopping reports. Restaurants Unlimited in Seattle links shopping reports to a system of incentives for salaried employees as well as bonuses for management (Quinton, 1991). "There are few better ways of influencing employees about your commitment to providing excellent service than by making an example of those employees who do" (Kelly, 1997, p. 16).

Training

There is very little information in the literature concerning training for mystery shoppers. Steven Snedegar, President of Guest Perception Inc., explains that companies cannot train independent mystery shoppers in the same way that they train their own employees, otherwise the shoppers could be viewed by the IRS as employees instead of independent subcontractors (1998). "In order to be classified as subcontractors, they (shoppers) need to receive their training from experience, or through other industry or group literature" (Snedegar, 1998, p.3). This indicates that shoppers do not normally receive training unless they are an employee of the company. If this is the case, then many shops are often completed by untrained beginner shoppers. Au Bon Pain appears to be an exception. They provide each shopper with a 2-3 training class to teach them about the company's service philosophy and shopping program (Brokaw, 1991).

Summary

Service quality is as important to Air Force Services as it is in commercial hotel and restaurant companies. Mystery shopping is widely used commercially as a tool to identify service quality problem areas and measure performance. Industry standards for frequency, cost, recognition, and training can be used as guides for developing an Air Force mystery shopping program.

CHAPTER III

DESIGN AND METHODOLOGY

This project was completed in two parts. The first was a telephone survey of commercial chains and independent mystery shopping companies to determine the industry standards for shopping frequency, cost per shop, and recognition programs. The second was the design and testing of a mystery shopping program materials for the Wright-Patterson AFB Services Squadron based on the industry standards as applicable.

Telephone Survey of Corporate and Independent Mystery Shopping Companies

The survey was conducted by telephone of 5 hotel, 5 restaurant, and 5 independent shopper companies for a total of 15 survey participants. Separate surveys were designed for the shopping companies and the corporate chains (See Appendix A).

The corporate survey was used to identify if the company used an internal shopping program or hired an external contractor. The survey also looked at training, questionnaire design, areas of evaluation, frequency, costs, recruiting, recognition, and problems most often encountered with the shopping program. Finally, companies were requested to send a sample copy of their questionnaire. The shopping company survey was similar. It asked questions about training, questionnaire design, areas of evaluation, frequency, costs, shopper compensation, recruiting, and problems most often encountered with the shopping program. Although many of the areas evaluated on each form were similar, the questions were worded differently to properly fit each situation. To ask about costs for example, the corporate company was asked "How much do you estimate each shop cost?" while the shopper company was asked "On average how much do you charge per shop above the cost of the food/services utilized?"

The companies were not randomly selected for the survey. Hotel and restaurant companies were chosen based their having characteristics similar to Air Force lodging and foodservice. Large hotel chains in the mid-priced range and restaurants with casual dining themes or buffets were selected. Companies that were cited in articles as having a mystery shopping program that fit the above criteria were selected to improve response on mystery shopping standards.

The calls were conducted over a two-week period in June 1998. Phone numbers were obtained from hotel and restaurant directories. Many companies did not have mystery shopping programs, did not wish to discuss their program with me, or were not assessable after numerous attempts (person on vacation, not returning calls, busy signal, no answer, etc.). Companies were called until at least five participants were obtained in each of the three categories listed above.

The restaurant companies that responded to the survey were Bob Evans Restaurants, Applebee's International, Au Bon Pain Co. Inc., Old Country Buffets, and Shoney's Inc. The hotel companies that responded to the survey were Marriott Residence Inn, Radisson Hotels Worldwide, Hyatt Hotels Corp., Bass Hotels and Resorts, and Promus Hotel Corp.. The independent mystery shopping companies that responded to the survey were Feedback Plus, Guest Perception Inc., BMA, Richey International, and A Closer Look.

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Design and Testing of the Mystery Shopping Program

The second part of the project was the design and testing of the mystery shopping program at Wright-Patterson Air Force Base. After meeting with the marketing and training managers for the Services Division on base, it was decided the main program elements to be

developed were: marketing materials, recruiting materials, evaluation forms, training program,

shopping schedule, program budget, recognition program, results analysis database and other

administrative requirements (see Appendix B). A timeline for the program was also drawn up to

identify when each element needed to be completed (see Appendix C).

Marketing Materials

To help promote the program and give it an identity, a logo was designed

for the program (see Figure 3.1). This logo was placed on all recruiting and

promotional materials for the program. It was agreed that a standard logo would

Figure 3.1

help employees and customers easily recognize and remember the program. In addition, a slogan

was developed called "Caught you doin' it Wright!" to catch the employees eyes and create a

positive feeling about the purpose of the program. The phrase plays on the word "right" by using

"Wright." Wright is the namesake for this Air Force base named after Orville and Wilbur

Wright who designed the first successful heavier-than-air aircraft.

Recruiting Shoppers

The shoppers were recruited from the general base population, which numbered around

35,000. Since the population was represented by distinct groups to include, officers, enlisted,

reservists, retirees, government civilians, military family members and government contractors, a

broad-based recruiting program was used. Tri-fold informational recruiting brochures we made

to entice potential customers to become mystery shoppers (see Appendix D). The brochure

highlighted the logo and gave basic information about the program. It also provided contact

information and a mail-in form that prospective shoppers could complete. These recruiting

brochures were distributed at the biweekly Newcomer's Orientation, the Retiree Affairs Office,

the reserve Public Affairs Office, and placed in the lodging lobby and at each foodservice

facility. In addition, advertisements were placed in the electronic Weekly Bulletin and in the base newspaper. These recruiting methods ensured that a large percentage of the base population including members of each demographic category would be notified of the program.

Budget Development and Program Costs

A comprehensive budget was developed to estimate the costs of the program (see Appendix E). This document, written in Microsoft Excel 97 (hereafter "Excel"), tracked the activities to be shopped, the frequency of shops, the budgeted cost per shop, and the actual payment to shoppers. This information was totaled by flight and overall division. The budget automatically updated the actual expenditures when each form was entered into the mystery shopper database. The costs of the program included reimbursement of the shopping expenses (up to a set amount), gift certificates for the shoppers, labor expenses to manage the program, marketing materials, and employee recognition.

Available funding and nuances in Air Force monetary regulations shaped the shopper payment procedures. Upon completing the shop each shopper submitted his or her completed form and receipt. The receipt was validated and the shopper was provided reimbursement up to the maximum amount set for the shop. The reimbursement limit ranged from $5.00 to $20.00 based on the activity being shopped and the meal being shopped. The shopper was then presented with two $5.00 gift certificates to use in any Services activity. The gift certificates could not be used in conjunction with another shop, other discounts or promotions, or to purchase alcohol. No change was provided if the full value of the certificate was not used. These procedures were explained to the shoppers in the Guide to Mystery Shopping and in the training classes.

The shoppers were hired as "independent contractors" for each shop. The informal contractual agreement was ended upon completion of the shop and payment to the shopper. There was no guarantee for any future shopping opportunities, nor was there a minimum number of shops that a shopper had to complete. Shoppers could remove their name from the program at any time.

Frequency of Shops

When initially determining the frequency of shops for each activity, one shop per month was recommended based on the industry standard. However, this number was modified by the Director of Services based on his desire to obtain more data on certain activities than on others. It was also effected by monetary constraints. Since there were three different types of base restaurant formats (table dining restaurants, cafeteria, and small canteen) the annual shopping frequency was set differently for each format. The two table dining activities were budgeted for a total of twelve shops. The three cafeterias combined were also budgeted for a total of twelve shops. The twelve canteens combined were budgeted for a total of twenty-four shops. The golf and bowling activities were set at six annual shops each because they are seasonal activities. The golf courses will normally be shopped in the summer months while the bowling center will be shopped primarily in the winter months. The Officers' Club, the Flywright Club and lodging were budgeted for one shop per month. For this project, the frequency was accelerated to obtain enough shops to evaluate the program.

Shopping Schedule

A shopping schedule was developed to identify the exact place and time for each budgeted shop (see Appendix F). This schedule tracked whether each shop had been completed or not. This schedule also tracked what activities had been shopped and what needed to be

shopped. It allowed the user to spread the shops out so that they did not occur at the same location on the same day. The shopping schedule aided the program manager in setting the entire year's shopping schedule in advance. The annual shopping schedule will not be completed until the Services Division has reviewed the results of the initial program test and implemented necessary changes.

Development of Evaluation Forms

The most important areas to be evaluated in all facilities were identified before the evaluation forms were developed. Input was obtained from Services' customers using a 1998 customer satisfaction survey. The survey, which received 694 responses, identified the most important attributes of Services' activities as ranked by the customers (See Appendix G). The ten highest attributes were: employee courtesy, service correctness, facility cleanliness, employee helpfulness, equipment condition, equipment cleanliness, service promptness, product knowledge, caring service, and understanding customer needs.

Input was also obtained from management and the training director. Each manager submitted a list of the most important areas they wanted the mystery shopper to evaluate. The training director submitted questions that reflected the materials every employee had been trained on. Input from the training manger helped devise questions to validate the training that had been provided. From these three sources, evaluation forms were developed using Excel for lodging and each type of foodservice facility (see Appendix H for examples).

The foodservice evaluation forms were divided into the following categories: base restaurants – table dining, base restaurants – cafeterias, base restaurants – canteens, Officers' Club – table dining, Officer's Club – buffet dining, military dining facility, golf courses, and bowling center.

Questions were developed to rate common areas in all facilities in the Services Division. Twenty-one questions were identified as common among every activity (see Appendix I). The rest of the questions were designed to be specific to the type of activity being evaluated. To prevent the forms from being too long, the maximum length was set at two pages. Most of the questionnaires were only 1-½ pages in length.

The evaluation forms' questions were written as either an objective Yes/No question, or as a subjective rated question. The Yes/No questions were designed to obtain a "Yes" response if the activity met the standard. Any "No" response indicated there was a problem. The rated questions were based on a scale from 1 to 5, with 1 being the lowest and 5 being the highest. This scale was determined by the Marketing Department to match the annual customer survey, on-going activity surveys, and the Division's customer comment card. This allowed the mystery shopping data to be compared on a similar scale with the other feedback methods used. Shoppers were trained to use only whole numbers when using the rating scale. The Division also decided that the "5" rating should not be used only for perfection, but to recognize "outstanding" and "the way it should be." This nuance to the rating scale was emphasized to increase the number of awards presented to Division employees.

Written Shopping Instructions

Written shopping instructions were developed for each activity to be shopped (see Appendix J for examples). All of the instructions were one page in length and divided into three sections. The first section told the shopper where to complete the shop, when to complete the shop and how much would be reimbursed. The middle section was standardized on all instruction sheets and included important reminders about completing the shop. For example, the 5-point rating scale, obtaining a receipt, and writing comments for all low ratings were

reiterated. The last section was specific to that activity. It provided the shopper with the phone number to call for the pre-visit phone call. It also gave directions about what should be shopped (i.e. visit the restroom and look at the salad bar). This section was intended to focus the shopper on what was important to do for the shop.

The instruction sheets were designed based on commercially used instructions and input from the managers on what the shopper should know right before completing the shop. In the training sessions, the shoppers were told to review the instructions and forms right before entering the facility to complete the shop.

The lodging instructions were different than the rest (see Appendix J). Because of the unique nature of Air Force Lodging, the shopper needed to follow specific instructions that would enable them to obtain a reservation and a room in lodging. As a result, these instructions were more complicated than the other facilities. The lodging manager was aware of the presence of a shopper in advance because his involvement was the only way a shopper could successfully obtain a room. After the lodging shop was completed, the shopper was required to contact the Executive Housekeeper to obtain the name of the housekeeper for their room.

Development of Training Materials

A detailed manual called the 88th Services' Guide to Mystery Shopping, also referred to a the Guide (see Appendix K), was developed as a training aid and take home reference for shoppers to use. This guide outlined the purpose of the program, advice on how to complete a shop (including sample shops), and administrative details for turning in shops and receiving reimbursement. The guide provided essential information for the shopper to reference at any time and refreshed the shopper's memory of the procedures before each shop.

In addition, training classes were designed and presented to perspective mystery shoppers for several purposes. The first was to explain the program and motivate the shoppers to join. The second was to prepare the shoppers in advance how to shop successfully and, the last was to explain the administrative process and emphasize key policies and procedures. These classes were held in a small training room centrally located on base. A maximum of fifteen students was allowed in each class to promote a more intimate and casual atmosphere and to encourage group discussion and questions. Several one-on-one sessions were conducted to train shoppers who were unable to make the training session. Four regular sessions and four one-on-one training sessions were conducted. In all, 32 shoppers were trained for the program. Most of these shoppers were assigned shops immediately following their training. The Services Training Manager was an integral part of these training sessions by conducting most of the set-up and instruction.

Shopper Demographic Information

At each training session the shoppers were asked to complete a demographic questionnaire (see Appendix L). This questionnaire was designed to obtain demographic information about the shoppers. The questionnaire collected information about military category (i.e. officer, enlisted, retiree, etc.), age, gender, family size, marital status, contact information (e-mail, address, etc.) and what Services activities they normally use or are interested in using. Several of the activities such as the Officers' Club require membership, so this was also a question on the questionnaire. The questionnaire was explained in detail during the training sessions. Shops were assigned to shoppers who closely matched the demographic profile of the activity's regular customers.

The information on each shopper was entered into an Excel spreadsheet (see Appendix M) to allow sorting and querying of the data. An e-mail address list was established in the Services Marketing Department to allow quick and easy flow of information to the shoppers. Feedback from the first wave of completed shops was sent out to all of the shoppers to improve results on the later shops. This was also used to advertise upcoming shops.

Recognition Program

A recognition program was set up to reward employees for providing outstanding customer service and encourage standards were maintained. An important consideration in the determination of the recognition program was to provide equal awards to all three categories of Services' employees (military, appropriated fund civilians, and non-appropriated fund civilians). As a result, employees rated for providing "outstanding" service (rated a "5" on the evaluation form) were recognized with a certificate, a lapel pin (see Appendix N), and one paid hour off. The lapel pin and certificate highlight the slogan of the program "Caught doin' it Wright!" Employees were informed about the mystery shopping program through supervisors and with large posters advertising the program (see Appendix O). These posters showed examples of the form that was used to shop their activity and highlighted the recognition program.

Shoppers were trained to obtain the first name and description (unless it was a pre-visit phone call) of the employees who provided them service. This was strongly emphasized in the training sessions and the Guide to Mystery Shopping. The name, description, overall rating, and shop location information was automatically transferred to the recognition database when the shop was entered in Excel. The mystery shopper program manager then used this information to identify the full name of the employee and update the database. A recognition certificate was printed for all employees rated as a "5." Employees were only recognized once per shop, even if

they were rated a "5" on two different areas of the evaluation form. Employees who were recognized during two or more shops did not receive additional pins, only the certificate and time off.

Database Development

An Excel database was developed to collect results from each completed evaluation form. The design and importance of the database grew as the mystery shopper program progressed. It was discovered that many of the functions needed to track the results of the program could be automated in Excel. As a result, all possible aspects of the program were integrated into one Excel program called "Shoppy!" These elements consisted of the evaluation forms, budget, shopper schedule, recognition database, results database, and shopper database. The program was fully controlled by a Microsoft Visual Basic driven menu and control program. This control program allowed for full integration of the different mystery shopping elements above.

The program centered on the evaluation forms that allowed the forms to be printed and the completed shopping data to be entered into the program. From the forms, the entered data was automatically transferred to either the recognition database, the budget, or to the results database. The results database collected the responses from the twenty-one commonly rated questions on all forms (see Appendix P). This database could then be manipulated to provide statistical summaries, graphs and other information the Services Division desired.

Program Flexibility

The entire mystery shopping program was designed to be flexible to allow for expansion to other activities in the Division and for other Air Force bases to use. As a result, generic names of activities were used instead of formal names wherever possible. For example, the Kittyhawk

Bowling Center was referred to as just Bowling Center in almost all situations. This will enable other bases with similar activities to use the system.

The Visual Basic program was also designed generically to allow expansion to the rest of the Division's activities such as the auto skills center, fitness centers, and outdoor recreation. There are few formal names used within the programming code. The budget spreadsheet was also written to include the entire Division.

Program Critique

To discover the effectiveness of the program from the shopper's perspective, a critique form was developed and attached to every shop (see Appendix Q). This critique asked the shopper about the effectiveness of the training information, training techniques, evaluation forms, shopping instructions, and the Guide to Mystery Shopping. In addition, shoppers were asked to provide suggestions to make each of these aspects better. Finally, shoppers were asked if this program positively affected their opinion of the Services Division.

The shoppers were selected to provide feedback because they could provide an outside perspective concerning the effectiveness of the program. Feedback surveys of employees and managers were considered, but the lengthy Air Force approval process and relatively short timeline of this project precluded this option. The critique was explained to the shoppers during the training sessions. Shoppers were requested to complete a critique for every shop they performed because the different shops used different forms and instructions.

Testing of the Program

To test the mystery shopping program, 10 lodging shops and 40 foodservice shops were scheduled. The shops were assigned to the trained shoppers between August 19th and October 27th, 1998 either at the training session, by telephone, or by e-mail. The Services Marketing

Department collected the completed shops. Several adjustments were made to the shopping schedule in order to complete the large number of shops during the short period of time. Shoppers were selected for the shops based on their demographic profile. For example, the primary customers of lodging are officers, enlisted and retirees. There were very few shoppers in these categories that were willing to shop lodging overnight. As a result only seven of the ten scheduled shops were completed on lodging to prevent from having too many shops that did not match the primary customer profile. The results obtained from the shops were keyed into the mystery shopper database program to test the program with real data.

CHAPTER IV

RESULTS AND DATA ANALYSIS

Telephone Survey Results

The telephone survey collected information from five hotel, restaurant and independent

mystery shopper companies (referred to hereafter as "consulting companies"). The survey

collected information on internal vs. external programs, shopper recruiting, training of shoppers,

evaluation areas, frequency of shops, cost of shops, recognition programs and problem areas (see

Appendix R for detailed responses). There was a large variance between the types of programs

being used by the different companies. As a result, several of the questions only obtained

responses from a portion of the respondents. Each area was summarized to identify common

trends.

Internal vs. contract mystery shopping program. The hotel companies all used internal

mystery shopping programs. Only Marriott's Residence Inn called their program "mystery

shopping." Bass, Promus, and Radisson used the term quality assurance (QA). Since these QA

programs conducted unannounced evaluations on their properties and had a similar structure,

they were categorized as a form of mystery shopping for this survey. Hyatt did not have a

program that completed unannounced evaluations on their properties, although, it was likely that

mystery shopping was used on a decentralized basis within the chain. Instead they used a guest

call-back program to obtain the customer's perspective on their product.

The restaurant companies predominately used more commercial mystery shopping

companies. Bob Evans had a very active externally run program. Applebee's used an external

company to run a variant of mystery shopping called the customer service index (CSI) program

which obtains customer feedback through a 1-800 number. This will be discussed more in the

Other Comments and Unexpected Findings section below. Au Bob Pain disbanded their program and only used a small quality assurance program. Shoney's had an internally run program. Old Country Buffets and Luby's used external programs. Although Luby's refused to complete the survey, they did acknowledge that they used mystery shopping and hired an external contractor. Overall, the restaurants hired mostly external contracted companies to complete their mystery shopping. The "internal vs. external program" question did not apply to the consulting companies.

Recruiting Shoppers. All of the hotel companies used full time employees to conduct their shopping. Marriott also contracted with five individuals to help complete their shops.

The restaurant companies that used an external contractor relied on the contractor to recruit the shoppers except for Applebee's, which used their POS system to select every 30th customer. Shoney's recruited customers from business cards left at the restaurants and through their web site. Au Bon Pain used their managers to perform the shops.

The consulting companies stated that referrals were the best method of recruiting. Three companies used the Internet to recruit through their web sites. As a last resort, consulting companies placed newspaper ads, cold-called potential shoppers at their workplace, or sent advertisements in the mail. Richey International was the only consulting company surveyed to hire all full-time shoppers.

Training shoppers. For the most part, hotel companies provided specialized training for their evaluators. These programs included shadowing other evaluators, listening to customer calls, and visiting different properties. Since most of the restaurant companies used a consulting contractor, they did not train the shoppers. Shoney's sent detailed instructions through the mail with the evaluation forms. Au Bon Pain used managers but did not provide them with

specialized evaluation training. Bob Evans required their contractor to hire experienced

shoppers and train them specifically for Bob Evan's shops.

Consulting companies often relied on the shoppers having previous experience. In

addition, they usually sent detailed instructions with the evaluation forms and provided shoppers

feedback after the shop was performed to help them with the next shop. Feedback Plus offered a

1-800 number and encouraged shoppers to ask questions and obtain clarification before they

shopped. Richey International had a four to five month training program, which consisted of

spending one week at a non-client hotel property and then three to four months as an extra body

on a regular evaluation team.

Questionnaires tailored to company being shopped. Across the board all hotel,

restaurant, and consulting companies tailored their evaluation forms to the specific company

being shopped. Richey International indicated that they also used some standard forms as well.

Many of the companies, especially the consulting companies, stated that the questionnaire should

consist mostly of objective questions because they were easier to measure. Applebee's and

Hyatt, which had similar programs, used a 14-question survey to obtain customer feedback.

Areas of evaluation. Almost every survey participant identified service quality as an

important area to evaluate. Cleanliness was another commonly evaluated area. The most

important areas of evaluation varied for the consulting companies because the priorities of each

client varied from the next. The consulting companies also identified employee greeting,

nametags, and clean restrooms as important areas. Very few respondents mentioned product

quality as a high priority. Marriott only shopped by telephone checking reservations and general

information.

Frequency. The hotel companies that conducted full overnight evaluations shopped each property once or twice a year. Properties that had more problems were evaluated an additional one to two times. Marriott called each property once per week during different shifts. Hyatt called 80,000 customers with an 80% response rate during the year.

The restaurant companies had a higher frequency than the hotels. Most companies shopped four times per month. Two of the companies, Bob Evans and Old Country Buffets have reduced their frequency to around two shops per month. These companies felt they had made significant improvements with the four shops per month, and felt that they could maintain their program with fewer shops. Applebee's selects every 30th customer for a shop. Last year the company obtained 300,000 responses to their customer call-in program.

The consulting companies recommended that restaurants be shopped from one to four times per month, more for trouble properties. The hotel frequency varied more. They recommended that hotels be shopped from once per year to four times per month. Richey International which shops mostly hotels, recommended that a property should be shopped once per quarter initially to make an impact, and then later, reduce the number to twice per year. For the most part the companies agreed that troubled properties should be shopped more often.

Costs of program. Since most of the hotel companies used full-time employees, the cost of their program was unquantifiable. They did not maintain average costs per evaluation. Marriott paid their contracted callers $3.10 per call. Marriott estimated that their contract callers made on average 250 calls per month.

There was very little cost information from restaurant companies as well. Bob Evans stated that the cost per shop varied based on the size of the contract and which meal was being shopped. Applebee's paid customers that completed their telephone survey a $3.00 coupon for

their next visit. They also stated that their CSI program cost about the same as a mystery shopping program. Shoney's paid $7.50 per shop before 3:00 p.m. and $10.00 after. All shops for Shoney's Capt D's restaurants paid $7.50.

The costs associated for consulting companies were divided between what they charged the client for their service and what they compensated their shoppers. The amount charged to the clients for restaurant shops varied by company. Feedback Plus charged $20-$100 per shop. BMA quoted $60 per shop and then negotiated from there. A Closer Look charged between $40 and $75. The average rate charged by these three companies was $57.50. There were fewer responses on the amount charged for hotel shops. Richey International usually charged $2,000 for a two-day shop and $6,000 for a five-day or longer shop. A Closer Look charged between $40-$75 for each hotel shop. The amount charged per shop varied based on the number of shops, the level of detail required, and the type of property being shopped. As a rule, budget or quick service companies were charged less while upscale companies were charged more.

The compensation to the shopper was fairly consistent. Most companies only reimbursed shoppers for the cost of their meal or their one-night hotel stay. Sometimes a consulting company paid the shopper more depending on the agreement with the client.

Recognition program. Three of the five hotel companies had some form of recognition through their evaluation programs. Marriott recognized properties corporately for scoring a 90% or better on their shops. A 90% or higher score received a silver award and a 95% or better received a gold award. The Radisson combined their shopping results with customer comment cards to create a Quality Performance Rating (QPR). A certain score on the QPR resulted in the property being recognized as a "President's Award Winning Hotel." The company awarded 120 out of 360 of their properties with this recognition last year. Hyatt tracked unsolicited comments

about employees and rewarded them accordingly. Overall, individual awards were usually handled at the property level.

Only two restaurant companies had a recognition program. Bob Evans rewarded all employees of a unit if it scored 100% on 10 of the 26 annual shops. Old Country Buffets also had a unit recognition program at the corporate level. All of the restaurant companies left employee recognition to the individual units to handle. The recognition program area was not applicable to consulting companies, although Feedback Plus did mention that they could assist their clients in setting up a recognition program to coincide with the mystery shopping program.

Problem areas. Most restaurant and consulting companies identified getting the shop completed on time or at all as the main problem. They also mentioned program set-up, measuring service timing, and shoppers understanding new questions on the forms. Hotel companies identified consistency between evaluators and properties not being prepared as the main problem areas. Shoppers being discovered was not a problem area identified.

Other comments and unexpected findings. The responses for the most part followed closely with the literature review. However, Applebee's used an interesting variance to mystery shopping called the consumer service index. This program selected every 30th customer through the POS system. Thee customer's receipt had a 1-800 number for them to call and a $3.00 coupon. The coupon could not be used unless the customer called the number and answered 14 questions within 72 hours of the meal. Applebee's was pleased with the results of their CSI program. They were able to discover and fix a product temperature problem within three days of the product's roll-out. The cost of the program was similar to mystery shopping, however, it was able to obtain a larger sample much faster. The biggest downfall of the CSI was no recognition program for employees.

Bob Evans was very pleased with their mystery shopping program. The company conducted 17,000 shops for the 400-unit chain last year. The key to its success was having clear standards. They were not really measuring customer satisfaction as much as they were measuring compliance with corporate standards. They believed that the latter would have a positive effect on the former. They did not use any written comments on their forms.

Steve Snedegar, President of Guest Perception Inc., stated that there were at least 400 other consulting companies that he was competing with. This added pressure on price and service. He noted that it was easy to start a mystery shopping company, but it took a lot of capital to land the big accounts.

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Wright-Patterson Air Force Base Mystery Shopping Program Results

A total of 43 shops were completed. Shoppers were provided program critique forms with each shop. The shoppers filled out a total of 36 critique forms. Several of the shoppers, who completed more than one shop, completed only one critique form. Of the 36 completed critiques, 23 had written comments (See Appendix S for the combined results). These comments are summarized below with additional observations about the effectiveness and problems of the training program, shopping instructions, evaluation forms, Guide to Mystery Shopping, and the effect of the program on the shoppers' opinion of the Services Division. In addition, a summary of the effectiveness and problems occurring with the recruiting, recognition, database, costs, and implementation of the mystery shopping program at Wright-Patterson AFB will follow. Finally, a summary of the overall program will be provided including a discussion of the quality of data obtained.

Training Program

Thirty-five of the thirty-six shoppers (one non-response) said the training information was effective. Six shoppers felt that the training answered all of their questions and was very informative. One shopper felt that only experience could truly prepare someone for shopping. One shopper wanted more information about the 88th Services Division.

The information provided in the training class was based mostly from the Services Guide to Mystery Shopping. However, there were a few items that came up during the classes that should have been provided in the class. The marketing e-mail address could have been given to the trainees so that they could send a quick e-mail to the Services Marketing Division. This would have helped with setting up the e-mail listing of the shoppers and increased communication earlier on in the program. This could also help trainees that did not know what their e-mail address was. This was the case for thirteen out of thirty-two shoppers. The shoppers also could have been told to keep a copy of their completed shopping form and receipt just in case there were questions about either one. More information could have been provided on how to obtain an employee's name. This topic was emphasized more in the later training sessions, but still did not achieve the desired results. Several of the shoppers did not check the restrooms during the shop because the immediate activity did not have any. This information could be included in the training session to let shoppers know how to handle these situations.

Thirty-five of the thirty-six shoppers (one non-response) said the training techniques used in the class were effective. Six shoppers felt the class was enjoyable and very helpful. One shopper suggested that the trainers use role-playing to help teach shoppers how to obtain employee names. Another shopper suggested bringing in experienced shoppers to discuss their

knowledge with the class. One shopper felt the class would be more effective if there was a better mix of males and females. He was the only male in a class of eleven people.

The classes were taught using an informal discussion technique. This method worked well to make the classes comfortable and to encourage discussion and questions. Overheads could be used to provide a visual overview of the mystery shopping program and of the class itself. Role-playing could work well to show shoppers what to expect and how to implement strategies such as obtaining a name or measuring times for drink and meal delivery.

Written Shopping Instructions

Thirty-six out of thirty-six shoppers said the written instructions provided with the evaluation forms were useful and easy to follow. However, several of the written comments showed that there were several areas that needed improvement. Six respondents were pleased with the instructions as they were written. Three respondents had difficulty with the lodging instructions. The shoppers did not have enough information to easily obtain a reservation for their shop without being detected as a shopper. There was also some confusion about how the bill would be handled. Two shoppers found the instructions did not match very well with the location that was being shopped, making it difficult to complete the shop. One shopper was only provided 48 hours to complete a Friday night shop because the form due date came before the next Friday night.

Overall the written shopping instructions worked well. The instructions were intended to be a quick reference for the shop, however, there were so many important reminders that they quickly filled the single page thus limiting the amount of specific instructions for the activity. In addition, the specific instructions on what the shopper needed to do for each shop was minimal due to the limited feedback received from the managers of the activities.

The lodging instructions were less effective than the foodservice instructions. This was due in part to the complicated directions, related to AF travel regulations, that the shopper needed to follow to make reservations and obtain a room. As a result, the lodging instructions could have been two pages, or the generic shopping reminders could have been reduced.

Evaluation Forms

Thirty-six out of thirty-six respondents said the evaluation forms were effective for the shops. Four of the respondents providing comments felt the forms were great the way they were. There were several suggestions made to improve the forms. Three respondents felt that the forms for the canteens and buffet style restaurants did not match very well. They felt that these forms were more geared toward a table-service dinner shop. A couple of the respondents noted confusion with the questions that asked two or more items. For example, one questions was worded "Did the employee have a friendly demeanor and extend a greeting." The shopper felt that an employee could do one part and not the other, making it confusing whether to mark "Yes" or "No." Although this situation was discussed in the training session, it caused some confusion with the shoppers. A couple of the questions confused several shoppers. For example, at activities with an a la carte service, the shoppers understood the question "Were you quickly greeted upon your arrival and made to feel welcome" to mean from the time they entered the facility instead of when they approached the service counter.

Other suggestions included adding a question on disabled access/facilities, numbering the questions on the form for easier referencing in the comment sections, and providing the forms on disk or the web to make them easier to complete. Many of the suggestions provided would increase the length and complexity of the forms. Several shoppers thought that the length of the

pre-call visit should be recorded, as well as the in and out time at the bar separate from the dining times.

Overall, the forms worked well. Several shoppers had difficulty placing the ratings in the correct locations, despite having samples to follow. The design of the form may have had an effect on the number of unanswered questions. In several cases the shopper skipped an entire section. On several of the questions that required both a Yes/No answer and a rating, one or the other (usually the rating) was left blank. The comments often helped clarify hard to read or confusing ratings. The forms generated a lot of insightful comments, which was much better than expected.

The Services Guide to Mystery Shopping

The Guide was well received. Thirty-six out of thirty-six respondents said the Guide was a useful reference. Six shoppers said the guide was well organized and useful. One shopper requested that a binder or folder be provided to keep the Guide and other materials together. Another suggested that the Services Web site URL be included in the guide for reference.

The Guide was designed to correspond with the training course so that shoppers could reference any area after they left the training. As a result, all additional information added to the training class could also be included in the Guide and vice versa. The Guide should include e-mail and web site information, a recommendation to keep copies of completed form and receipts, a reminder to check restrooms even if the immediate facility does not have one, and a reminder not to rate anything that the shopper did not actually see. The completed examples in the back of the Guide were very useful in explaining how to properly complete the forms.

Shopper Opinion of the Services Division

Thirty out of thirty-six of the survey respondents (six non-responses) said that the mystery shopping program positively affected their opinion of the 88th Services Division. Five shoppers noted that the program showed that the Division cared about what the customers thought and showed that they were trying to improve service. Two respondents also said that it was good that the Division was using the program to recognize employees.

Recruiting

The recruiting program worked very well. Within one week of initial advertisements, enough shoppers were recruited for the first full class. A steady stream of interested people contacted the Marketing Dept. to sign up for the program. After, thirty shoppers were trained, there were still numerous names on the waiting list to become shoppers. As a result, the recruiting efforts were reduced to prevent a bigger backlog. Shoppers on the waiting list were notified that they would not be trained until later in the year. The electronic Weekly Bulletin was the main source for attracting shoppers. The recruiting brochures were also effective in attracting several shoppers.

One area of concern was the demographic characteristics of the shoppers as a group. No quotas were set when the program was designed, but it quickly became apparent that several groups were underrepresented. Only 22% of the shoppers were male. This was not representative of the base population, which was predominately male. Even more of a concern was the lack of military shoppers. There were only two active duty officers, two active duty enlisted, three retirees, and one reservist. The majority of the shoppers (59%) were government civilians. Although the civilians are the largest demographic group on the base, they are not the primary customers in several activities such as lodging, the military dining facility, the Officer's

Club, the bowling center and one of the golf courses. As a result, it was difficult to find the right shoppers to complete several of the shops. The lack of military shoppers that were willing to shop lodging was the main reason for completing only seven of the ten scheduled shops. One-on-one training sessions were conducted to increase the number of military shoppers.

Recognition

The recognition program was more difficult to manage than expected. Even with a first name and a good description, it was a lot of work to identify the full name of the employee in order to create the recognition certificate. As a result, the employees who were not rated as a "5" were not researched to discover their full names. It was assumed that the activity managers would know who these employees were. There were 53 employees that were rated as a "5" on the evaluation forms. When one employee was named more than once on a single evaluation form, he or she only received one certificate. Five of the employees recognized as "5"s were not awarded a certificate because the shopper did not obtain a name or a good enough description. The awards were slow to be presented to the employees because of the delay in finding the names, creating the personalized certificates, and obtaining the Services Director's signature on the certificate and time-off award. No feedback was obtained from the managers or employees on the effectiveness of the recognition program.

Costs of Program

The exact cost of the entire program could not be accurately determined because several of the costs were not tracked. These included personnel and marketing material costs. The actual cost of the shop reimbursements was $290.27 for the 43 shops. The budgeted reimbursement amount for these shops was $423.00. The actual amount was lower because many of the shoppers did not use the maximum amount for each shop. In addition, six shoppers

did not turn-in a receipt and were not provided a reimbursement. The lodging actual reimbursement amount was higher than the budgeted amount. This was caused mostly by a sharp increase in room rates effective 1 October 1998. In addition, two shoppers were unintentionally reimbursed higher amounts than authorized because their receipt reflected the cost of two people instead on one. The actual gift certificate cost of $390 closely matched the budgeted amount of $430. In several cases the shopper did not want their gift certificates. The $390 also did not reflect the amount truly spent because many of the certificates were used for less than their face value or not at all. This dollar total was not available because the expiration date on the certificates had not expired.

The total direct cost of the 43 shops was $680.27. The average direct cost per shop came to $15.82. The recognition expenses of the program included lapel pins ($1.30 per pin for a total of $62.40), the time-off awards (48 employees at and average of $8 per hour for a total of $384), and certificates ($1 each for a total of $48). The total recognition costs for the 43 shops was $494.40. The average cost per shop, not including overhead, was approximately $27.32 per shop. The overhead costs, especially the personnel expenses, could be reduced as the program progressed because the database will handle many of the functions currently performed by hand, and the program manager will become more adept at administering the program.

Database

The "Shoppy" Excel database program was very useful in tying all aspects of the program together. The program controlled the entry of data into the program to help reduce entry errors and faulty data. The Visual Basic controlled functions saved a lot of time and errors by automatically sorting all of the similar data into several spreadsheets. The program also saved

time by automatically clearing the forms for the next entry or for printing. The program did not reach its full potential by the completion of this project.

A downfall of the program was its complexity. If a problem arose with the program, it would be difficult for a non-programmer to identify and fix. If another base used this program, they would save a lot more time in setting up and running their program than Wright-Patterson AFB did.

Program Implementation

Administering the program was the most difficult part. The program manager did not have the detailed knowledge of the program as the program designer did. Since the program designer worked three hours away, it was difficult to coordinate program changes. As a result, there were several delays in the training of shoppers, assigning shops, and implementing the database program. There were several changes in the procedures of the program that also slowed the project. One was the change from gift certificates only to reimbursement and gift certificates. Another was an increase in the amount of functions the database program would accomplish.

The large number of shops during the short timeframe also caused some difficulties. The procedures were barely in place when the first wave of shops was being turned in. This overwhelmed the system preventing the completed forms from being reviewed as closely as they should have been. This also made it difficult to adjust procedures for the future shops. By the time the first set of shops were being scrutinized the second set had already been assigned. In addition, the shopper e-mail list had not been set up yet making quick communication with the shoppers more difficult. If the program was working on a normal schedule then there would

have been fewer shops to handle each week and the program manager would have been more familiar with the procedures making the completed shops easier to process.

Program Flexibility

The entire program was written as generically as possible to meet the needs of the Wright-Patterson AFB Services Division and the Services functions at other bases with little modification. All of the forms were given generic titles. Only minor modifications would be required to the location field of the forms to make them fit another base. The front cover and location specific information would need to be changed in the Services Guide to Mystery Shopping. Each set of shopping instructions would have to be reviewed to make sure they fit the new base's facilities. The recruiting materials would need to be reprinted, but the main information and logos could remain the same.

There would be almost no Visual Basic program changes required for another base to utilize the database program unless the new base did not want to measure the same twenty-one items on the results database. Changing one or two questions could work, but it would require someone who fully understood the Visual Basic programming language. Any more significant changes would require a full rewrite of the program to be effective. The more functions the program was able to do, the less flexible it would be to modify.

Comparison with Commercial Programs

This Air Force mystery shopping program varied a lot from commercial programs. Very few commercial companies ran an internal program, but hired non-company employees to complete the shops. Of the commercial programs that used non-company shoppers, the recruiting, training, compensation, and recognition areas were much different. The AF program recruited with several media forms, but did not use referrals. This program also fully trained all

shoppers before their first shop in a classroom environment, while most commercial companies either expected the shoppers to have experience or trained them with written instructions before their shop and then with feedback afterwards. The AF program compensated all shops with $10.00 gift certificates above the reimbursement amount for the shop. Most commercial companies only compensated the shoppers with a free meal or overnight stay. The AF recognition program focused on rewarding individuals for outstanding performance, while most commercial programs rewarded at the unit level.

There were several areas of the AF program that was similar with commercial programs. These areas included evaluation forms, shopping instructions and feedback to shoppers. Similar to commercial companies the evaluation forms were comprised mostly of objective Yes/No questions with a few rated subjective questions. The shopping instructions followed a similar format to commercial instructions by reminding the shopper about important areas to be shopped. Like most commercial programs, the AF program provided shoppers with feedback on their shops to help them achieve better results on future shops.

Overall Program Summary

The data obtained by the program was appeared to be good quality data. For the most part, the written comments validated the objective questions and ratings. The shoppers, as indicated by the mystery shopping results database (see Appendix P), completed most of the questions. There were a total of 29 blank cells (3.2%) in the entire database. The field with the most blanks was "Public Restroom Cleanliness" with nine. The field with the second most blanks was "Employee Demeanor and Greeting" with seven. Thirteen fields did not have any blank entries. If the information from the recognition database is included (see Appendix T) then

the 29 blank cells increases to 59 (4.7%). The recognition database blanks were attributed mostly to shoppers not obtaining employees names.

Most of the ratings were 3, 4 or 5. The rated fields ranged between 3.91 and 4.31, with an average score of 4.04. The percentage of "Yes" responses ranged from 45% for "Uniform and Nametag?" to 100% for "Identify Activity Name?"

Of the original 50 scheduled shops identified to test the program, 46 of them were actually assigned to shoppers. Of those, only three shops were not completed on time. Two of these were missed due to a medical emergency that afflicted a shopper. When the shopper returned from the hospital she let the program manager know that she could not complete the shops. So, in essence only one assigned shop was not completed do to shopper error. Therefore, the shop miss rate was only 2.3%.

Overall the program was successful. The Services Division received detailed feedback on their foodservice and lodging operations. The managers received specific written comments, ratings, and employee recognition for their activities. The Services Division received consolidated data on how all of its activities were serving the community as a whole in the key areas defined by the customers. In addition, the program had been created generically enough to allow other bases to modify it to meet their needs. All of this was accomplished under budget.

CHAPTER V

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Telephone Survey Discussion and Comparison with Literature Review

The telephone survey corresponded closely with the literature review. One area that differed was the frequency of restaurant shops from one per month in the literature review to four per month in the survey. The frequency of hotel shops was once per month in the literature compared to only twice per year in the survey.

The telephone survey had several limitations. First, the sample was not randomly selected. Second, the participants were hesitant to provide detailed company information or strategies. In general, the same survey was verbally presented over the telephone to each subject. However, many of the responses led to unplanned follow-up questions that did not occur in all interviews.

The telephone survey identified late or missed shops as the primary problem encountered by external mystery shopping programs. One company listed their miss rate as 10% of their total shops. The miss rate for the Air Force program was only 2.3% in comparison. One possible explanation could be the Air Force's more detailed training program that occurred before the shops took place. Although this shop miss rate figure shows a positive comparison, the Air Force program may not have been operating long enough to obtain the true average shop miss rate.

Use of the Mystery Shopper Program Critique

The critique was not designed to be statistically sound. Instead it served to collect comments and suggestions about how to improve the mystery shopping program. The comments tended to lean toward the positive side. This was similar to the average ratings that the shoppers

gave the different activities. Every shopper was presented with the purpose of the critique and was required to return the completed critique with the completed evaluation form for each shop. Although 36 completed critiques were returned, only 23 had comments. Many of these comments were superficial and only validated the responses to the critique's Yes/No questions. The critique would have been more effective if the program manager had reviewed the critique and asked the shopper to elaborate on the questions or obtain clarification of the comments provided.

Interviews would have been a good approach to obtain more information from the shoppers about each element of the program. Follow-up questions could have been asked which might have revealed feedback on other areas of the program not covered by the critique. The results from the critique should be viewed with caution. Although, the shoppers may have numerous good suggestions, they do not understand all of the requirements of the program and the limitations created by funding shortages and AF regulations. The shoppers' inputs should be balanced with the program manager's ideas, and feedback from the employees and managers.

Training Program Discussion

The training program was effective in preparing the shoppers for their duties. The low number of blank fields on the database and the high number of shoppers who identified the training program as effective were indicators that the training worked well.

The training program differed from the commercial restaurant mystery shopping programs by training the shoppers before they performed their first shop instead of after. This pre-training approach was better than the post-training approach because the shoppers understood what they needed to know before they completed the shop. The post-training

approach identified errors in the shopping evaluation after-the-fact. This would indicate that the first couple of shops were less reliable with the post-training approach.

There were several areas that should be improved with the training program. These were instructional techniques, emphasis on ratings, and more information. Role-playing should be included in the instruction. This instructional technique would better simulate the actual environment of the shopping experience over discussion of the topic. This change should help reduce the number of blank employee name fields on the completed evaluation forms.

The second change in training should be a reduced emphasis on the rating scale. In an effort to encourage recognition of employees, the training put too much emphasis on giving high scores (especially "5"s to the employees). The shoppers should understand the importance of their ratings on the recognition program, but also be honest about the actual performance of the activity. One of the ways that this could be better trained is by using examples of employee behavior and what the appropriate rating should be. For example, an employee might be very friendly and competent, but if the employee isn't wearing a nametag (which is mandatory and easy to do), then they probably shouldn't be considered for a "5" rating. The shoppers need to understand that the questions on the form are based on what Services wants the employees to do. If those areas aren't met, even though the shopper thinks the employees are nice, they shouldn't rate them as 5s.

Finally, the training should include several areas that were missing in the Services Guide to Mystery Shopping and subsequently in the training classes. The training should cover how to shop lodging in more detail. The training briefly identified the unique lodging situation, but did not go into detail on how to obtain a reservation and rate the housekeeper. These areas were more challenging and needed to be clearly explained. The training class should also explain how

a shopper should handle problems during the shop. They should be provided suggestions on how to handle unexpected situations, such as a buffet at a table service activity. This will increase the shopper's confidence and let them know that unexpected things could occur. The shoppers should also be informed to keep a copy of their receipt and completed shopping form. On at least four occasions, the program manager called the shopper to obtain clarification on a form. It was difficult to obtain detailed information because the shoppers did not have a copy of the shop to reference.

The standardized training had both positive and negative effects. On the positive side, every shopper was armed with the same information, increasing the reliability of the data collected. The standardized training allowed the shoppers to hear specific examples of what worked and what to avoid. On the negative side, the standardized training caused the shoppers to limit their responses. This was especially evident with the overall high ratings. The shoppers were encouraged to give "5" ratings. As a result, when there were things wrong with the facility, the shoppers gave 4s and 3s instead of 2s and 1s in most cases. The description of the scale should be changed to encourage the shoppers to use the entire scale. The description of "5" ratings should be changed from "Outstanding (The way it should be. Please use them! Don't save 5's for perfection.)" to "Outstanding (World class service and quality. The way it should be)." This change will help reduce the trainer's influence over the ratings that are given. In addition, the lower end of the scale should be used to describe areas needing attention. Including 1s in the example forms discussed in class will better relay this point.

Written Shopping Instructions Discussion

The written shopping instructions were generally effective. However there were several situations where the instructions did not adequately prepare the shopper. The worst situation was

lodging. There were several problems encountered by the shoppers in obtaining a reservation. The instructions assumed the shoppers were familiar with the lodging reservation process and could easily pretend to be an actual customer on military orders. Instead, the shoppers were frustrated and the quality of the data was jeopardized. Several of the shoppers performing the lodging shops informed the program manager that they almost did not complete the shop because of the difficulty they had making reservations. In fact, two of the shoppers had to call back a second time to complete the reservation process. By not knowing what to say to the reservation clerks, the shoppers jeopardized the success of the shop and increased the chance of being discovered.

The lodging instructions were limited to fit on a single page. As a result, detailed instructions were limited. The instructions should be lengthened to include better instructions, and the shoppers should be provided with the questions that they will be asked by the reservationist.

Four shoppers had difficulty completing the pre-visit call using the instructions. Two telephone numbers were incorrect. Another location was part of an electronic answering system. This system did not have the snack bar as one of the menu options. If the caller did not already know the right extension then they would not be able to complete the call. There were five canteen snack bars that only have one employee working. When the employee was busy cooking and serving the customers, he/she was unable to answer the telephone. As a result several calls were either unanswered or answered by an answering machine. The Services Division should look at this problem and decide if it wants these phones answered within the three-ring policy or if the instructions need to be modified for these activities.

Evaluation Forms Discussion

There were several questions on the evaluation forms that rated more than one specific item. This was identified as a problem by several shoppers because they often found that one part of the question was being done correctly while the other part was not being done. This confused the shoppers when completing the forms. Several of these questions were marked both "Yes" and "No" or not rated at all. The shoppers were trained to mark the question as "No" if one part of the question was not being done and then explain the situation in the comments. This allowed more areas to be rated on the form while keeping them within two pages. There was little difficulty understanding the information if the original forms were available for review. However, problems arose on the dual questions that were transferred to the results database. The comments were no longer available to explain which part of the question was missed. For example, the "Uniform and Nametag?" field on the results database indicated that 55% of the employees were not in compliance. From this information, it was impossible to determine if the problem was with the nametags or the uniforms. After a review of the forms, 99% of the problems were with the nametags not being worn. With this new information, the problem could be better addressed. Each of the multiple-area questions should be reviewed to find out if there was a particular trend effecting the ratings. These questions (especially if they were transferred to the results database) should be reworded to better reflect a particular area that was rated.

The last question on the form "Based on this experience would you return?" had validity problems. Three of the shoppers checked this question as "No" and then explained that the only reason they would not return was the distance to the activity. Since many of the foodservice activities are located in remote locations of the base to serve employees who work in those areas, it was not accurate to rate the experience on travel time. The shoppers were not trained to take

into consideration this factor, and approach the facility from the perspective of a regular customer. Instead they approached the activity using their own frame of reference for travel distance. This problem should be addressed in the training classes and the Services Guide to Mystery Shopping.

Guide to Mystery Shopping Discussion

Although the shoppers found the Guide to be very effective and informative, the trainers identified several areas that should be included in the Guide to make sure the shoppers know about them. A more detailed explanation on how to shop lodging should be added. This section should clarify how to make a reservation as a shopper without having official travel orders. The reservationist was required to ask certain questions of the guest such as what base and unit the guest is coming from, what organization they will be visiting, and how long they will be staying. If the shopper was prepared for these questions then they can make the reservation without sounding suspicious and possibly being discovered. The Guide should also explain how the shopper should rate the housekeeper and obtain the housekeeper's name. It is likely that the shopper may not see the housekeeper during his/her short visit. As a result, the shopper needed to call the Executive Housekeeper afterwards and inquire about whom was cleaning the room that day. This would be a flag to the Executive Housekeeper who the shopper was, but since the shopper's room number is already being given to lodging, this information was no longer a secret. To help reduce the possibility of a shopper being recognized, each shopper should only shop lodging once per year.

Another area that should have been included in the Guide, was how the shoppers should handle unexpected situations. The foodservice activities often hold special events such as buffets, Mongolian B-B-Qs, and cook-your-own-steak nights. These special occasions were

difficult to predict and did not fit the evaluation forms as well. The shopper should be warned of these events and encouraged to continue the shop and adapt as much of the form as possible to the event.

Other areas that should have been addressed in the Guide were the e-mail address for the program manager, to always check the restrooms even if the immediate activity didn't have any, and to only rate the areas that the shopper actually saw. The restrooms were an area that several shoppers did not rate. One reason given was that the immediate activity being shopped did not have restrooms. Since all Services facilities are required to provide restroom facilities to the customers, the shopper should know to check the closest set of restrooms, even if they are not controlled by the activity being shopped.

Recruiting Discussion

The unbalanced demographic mix of shoppers was a problem. There were too many government civilian shoppers and not enough military shoppers. There were even fewer active-duty military shoppers. Although most of the base population was comprised of government civilians, several of the activities being shopped focused on military customers. For example, lodging, the Officer's Club, and the military golf course targeted military customers. Government civilians were authorized to use these facilities but were not the primary customers. As a result, it was difficult to locate enough military shoppers to shop these military focused facilities. Lodging was the most difficult. Three scheduled shops were not completed due to lack of military shoppers.

The solutions to this problem are a focused recruiting campaign on military members and a quota system for all employment categories. The recruiting campaign should include posters and information in the military activities as well as throughout the dormitories and base housing

areas. If a quota system were used, then each category of shopper would be recruited until enough of each type had joined. The current system of taking the first people to sign up was ineffective and created an overload of civilian shoppers.

Another demographic challenge was the large percentage of female shoppers vs. male shoppers. Each demographic group has certain biases. To minimize the effect of these biases, an accurate representation of the percentage of males and females on the base should be reflected in the shopper pool. As a result, there should be a larger percentage of male shoppers. This is a difficult area to solve. The best way to handle it is to be up front in the recruiting campaign by announcing that shoppers will be selected to fill quotas that are representative of the base population. This quota picture of the base population could be easily obtained from the base personnel office.

Recognition Program Discussion

The success of the recognition program was difficult to determine because employees could not be interviewed in time for this project. The time-off award, pin and certificate were unique recognition items that differed greatly from the traditional recognition used by the Division. The mystery shopper recognition program significantly increased the number of employees that were being recognized within the Division. There were 47 awards presented to employees during the two-month test period. This contributed to the Division's goal of increasing employee recognition.

The AF program only recognized individual employees that performed well during the shop. Many of the companies interviewed in the telephone survey offered recognition programs that rewarded the entire unit for achieving a certain level of results. Since one of the main goals of the mystery shopping program and the Services Division was to recognize employees, adding

a unit level award would increase the number of employees who were eligible for recognition and provide a positive incentive for managers to encourage their employees to succeed. In order to implement such a program, a fair rating system would have to be devised and the activities would need to be shopped an equal number of times. This would increase the current mystery shopping budget.

Comparison of Program Costs with Consulting Companies' Average Charges

From the telephone survey results, the average price consulting companies charged clients per shop was $57.50. Multiplied by 43, this fee would have cost the Air Force $2,473 to purchase an externally run program. Subtracting the known costs of the Air Force program, which was $1174, would leave $1298 to cover the personnel and marketing materials cost. The printing cost of the recruiting brochures, advertising posters, and other printing costs did not exceed $300. These costs were mostly one-time costs and would drop significantly for future shops because the pool of trained shoppers would already be in place. It would be safe to assume that a maximum of $150 for marketing materials was attributable to the 43 completed shops. Assuming the program manager was paid $10.00 per hour, he or she would be able to spend 111 hours administering the program for these 43 shops. Assuming the program was already in place, the program manager was trained, and a pool of trained shoppers was available, it would only require 48 hours for the program manager to administer the program for 43 shops over an eight-week period. Based on these calculations and assumptions the Air Force would save over $650. The savings depend directly on the hourly wage of the program manager. Even at $20 per hour, the internal Air Force program would be more cost effective.

Database Discussion

The database was very successful in tracking the data, saving time, and consolidating the entire program. The twenty-one common rated fields were harnessed into one database for easy analysis and manipulation. The recognition database was critical in identifying the correct employees for the recognition program. The macro-driven functions reduced the amount of time and number of errors on the results database, the recognition database, and on the budget worksheet. However, the database did not reach its full potential. There were many functions that if created, would have increased the usefulness of the program and saved even more time. These functions included calculating averages of each field and graphing data by activity, dates, or both. The program should also tie the shopping schedule with the evaluation forms. All the user would need to do was select a shop, then select a shopper (from a dropdown list) and the program would automatically print the required form and instructions with the shopper code and shop location already entered.

Overall Program Effectiveness

The responses on the subjective rating questions indicated a response bias. The ratings were higher than expected for a normal distribution curve. The ratings fell mostly between 3, 4, and 5. There were relatively few 1s and 2s. These ratings indicated that the shoppers approached the questions with a positive response bias. A response bias could occur if the subjects were influenced to react a certain way through the instructions or by the design of the experiment. "An interviewer (or trainer in this case) whose attitude suggests that some answers are more desirable than others will get these answers more often" (Moore and McCabe, 1993, p.252). This was the case with the training class sessions and with the wording on the rating scale. Since the highest rating was described as "Outstanding (The way it should be. Please use

them! Don't save 5's for perfection.)," this helped influence the shoppers to rate questions higher than normal. The trainers also encouraged the shoppers to give 5s, especially to recognize employees, adding to the response bias. If an equal emphasis had been given to all ratings on the scale, then the ratings would have been lower and more normal.

The involvement of the lodging manager could have an impact on the validity of the lodging shopping results. Because the lodging manager had to be contacted to assign the mystery shopper to a room, the shopping experience was no longer random. In addition, once the completed evaluation form had been turned in, the lodging staff could discover who the shopper was by checking the room number against the reservation system. The other challenge of the lodging shops was the identification of the housekeeper. Since it was possible for the shopper to stay overnight without seeing the housekeeper, then it would be difficult to identify who the housekeeper was without knowing the room number the shopper stayed in and involving the Executive Housekeeper to match that room to a staff member. Although, these challenges could impact the quality of the data, the results were still worthwhile. For example, of the seven lodging shops, five identified problems with worn stained carpet, four identified that the spare pillow and blanket were not wrapped in plastic (an AF Innkeeper requirement), and most of the written comments identified old worn décor and furnishings. However, four of the shoppers rated the housekeeping staff as a "5" and the other three rated housekeeping as a "4." These ratings indicate that the housekeeping staff was doing a good job maintaining the rooms despite having outdated carpet, décor, and furnishings.

The management of the shoppers should also be improved. There was no system in place to track the performance of each shopper and identify who the better shoppers were. The performance of each shopper should be tracked. The shoppers that provided the most complete

and insightful results should be kept and the shoppers who put little effort into the program should be removed from the schedule. In addition, specific feedback was not provided to each shopper individually. Individualized feedback would help the shopper understand where he/she needed to improve and thereby improve the quality of the shop data. These were areas that needed to be handled by the program manager as part of the program maintenance.

Recommendations for Use of Mystery Shopping Data

The mystery shopping program results will only be effective if the Services Division managers use the information to improve their operations. If the information just stays in the computer, then there will not be any impetus for improvement and the money will be wasted. For example, the Services Division Director could use the information to identify strengths and weaknesses within his programs. Even if the data was biased in the positive direction, the managers could look at the lowest rated areas and work on those first. When these areas had been improved, they could focus on the new set of areas that were ranked the lowest and so on, creating a continual improvement process. For example, employees not offering additional information were identified as a problem area (43% of the employees were not in compliance). This should become an area of focus until it was improved. By focusing on this area, it should improve the Division's performance in "employee helpfulness" and "caring service," two of the attributes customers ranked in their top ten. Other areas such as identifying the activity name over the phone (100% compliance) and employee demeanor and greeting (the highest rated area with a 4.31) could be removed from the evaluation forms and replaced with other questions that better identify areas needing improvement.

The results need to be viewed with the right perspective. If one shop identifies a dirty bathroom in lodging, it is not necessarily indicative of a problem in all bathrooms. Only after

several evaluation forms identify similar problems, can the problem can be considered widespread. The activity managers need to closely review each evaluation form looking for these trends. If a certain area looks like a potential problem, the manager should validate the problem before taking action. For example, two of the seven lodging forms stated that the front desk service was slow and not very friendly. This could be a serious problem if it occurred every two out of seven times, however, it may have been only two isolated incidences that were not part of a larger problem.

The commonly rated areas collected on the results database were more significant from a macro perspective. The large number of samples increased the accuracy of the results. For example, the two lodging shops that identified employees not wearing their nametags did not conclusively identify this area as a problem. But, the 55% overall noncompliance with the nametag policy did show a serious problem. The negative impact of the mystery shopping's small sample size was reduced when results were combined. Large commercial chains with standardized procedures could combine their results to identify trends in their units and then take company-wide action to address the weak areas. AF Services as a whole is currently unable to use this tactic above the base level because of the decentralized control at each base and lack of standardization. As AF Services moves to increase standardization, it can take advantage of this larger data pool to identify trends and make corporate level decisions.

The compressed time frame that the shopping program was implemented in, combined with the large number of initial shops, caused several problems. Completing 43 shops within the initial two months of the program's implementation overloaded the system and reduced the effectiveness of the program. The program manager did not have the time to properly review each shop as they came in. Many of the blank questions on the forms could have been addressed

when the shopper turned the form in, but the large number of forms coming in all at once created a backlog. In many cases the program manager did not review the forms until after the shopper had left.

Another problem cause by the large number of shops was the overload of the recognition program. Since this program had just started, it took several weeks to smooth out the process. Again, the time required by the program manager to identify the employee's full name, create the certificate, and obtain the necessary approvals was magnified by the large number of employees being recognized in such a short period of time.

Finally, the large number of shops created a big demand to train and use numerous shoppers. Each shopper required attention from the program manager for questions and feedback. A smaller shopper pool would have reduced the workload on the program manager and allowed the shoppers to become experienced more quickly. These experienced shoppers would then reduce the workload on the program manager because their forms wouldn't need to be reviewed as closely.

Recommendations for Future Research

The area of mystery shopping is wide-open for future research. For this project in particular, reactions of managers and employees could be collected on the effectiveness of the program. This information could be combined with the suggestions of the shoppers to help improve the program even more. The perspective of the managers could identify areas of improvement most useful to them.

Future studies could look at proving that mystery shopping actually works. Measuring financial improvements, customer satisfaction increases, and/or employee productivity improvements are ways this could be accomplished.

Research could also focus on the effects that the recognition program as part of the shopping program has on employee productivity and motivation. The question that should be answered is – does the frequency of the shops have an impact on employee performance? This question can be looked at for a recognition program, a disciplinary system or both. The amount of recognition that makes an impact could be studied. For example, employees may not change their behavior for only a $10 award, but they might for a $100 award.

A more detailed study comparing the cost of an internal vs. a contract program would be worth examining. The expenses of the internal program would need to be accurately accounted for to ensure a good comparison. Even with an external contract, the company must devote internal resources to ensure the program is developed correctly and the data is properly analyzed and distributed. These resources need to be tracked to ensure an accurate comparison.

Conclusions

Based on the results of this project several conclusions can be drawn. The best method for mystery shopping for AF bases is an internally run program. The internal program allows the Services Division to focus on what is important to the local customers, shop activities when and where it wants, and costs a lot less than hiring an outside contractor. The internal program appears to have a lower shop miss rate and a more complete data set.

Training the shoppers in advance improves the shop completion rate and data quality. The shoppers stated that the training helped them prepare for the shop and answered their questions. If no training had been provided in advance, then the shoppers would have been left on their own to decide the best way to handle different situations. This would have reduced the quality of the data on the first couple of shops completed by each shopper.

Any other base could easily adapt the Wright-Patterson Services' mystery shopping program. The forms, instructions, shopping guide, training, recruiting materials, and computer database could all be quickly adapted to fit another base's activities. In addition, the program could be expanded to include other Services' activities such as fitness centers, outdoor recreation, and auto skills center. The same common areas could be rated in these activities as well adding to the usefulness of the overall results.

Future shopping programs should be started at a slower pace. Ten shops within the first month are plenty to identify and solve potential system problems while maintaining a reasonable workload for the program manager. Once the program is underway and the systems are in place and working, more shops can be completed each month. Overall the program worked well and provided the Services Division with a valuable tool to measure their service quality and identify areas for improvement.

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APPENDICES

APPENDIX A: Telephone Survey Instruments

Appendix A: Telephone Survey Instruments

Corporate Hotel and Restaurant Mystery Shopper Questionnaire:

Corporate Questionnaire – Company Name:

Contact Name: Title: Date/Time:

1. Do you use mystery shopping to evaluate your properties?
    1a. If yes, do you conduct the shops internally or hire an external contractor?

    Internal:
    > How do you select your shoppers?

    > Do you train your shoppers in advance of shopping? How?

    External:
    > - Does the contractor train the shoppers in advance of shopping?

    > - What feedback does the contractor provide? Numeric score? Written comments?

    > - Are shopping questionnaires and feedback tailored to fit your company?

2. What areas are the most important for the mystery shopper to evaluate
    For example: Quality of product
    > Customer Service
    > Sanitation
    > Timeliness of service
    > Facility maintenance

3. How often is each property shopped?

4. How much do you estimate each shop cost?

5. Do you reward employees and managers based on shopping results?
    5a. If yes, how do you reward them?

6. What problems do you most often encounter with the program?

7. Would you mind sending me a sample questionnaire?

8. Company Address:

Commercial Mystery Shopping Company Questionnaire

Company Name: Date/Time:

Contact Name: Title:

1. How do you recruit new shoppers?

2. On average how much do you charge per shop above the cost of the food/services utilized?
   2a. For a restaurant?
   2b. For a hotel?

3. How often do you recommend a restaurant be shopped? Hotel?

4. How do you train your shoppers before they start shopping?

5. Do you compensate shoppers for more than the free meal or hotel room? How much?

6. Do you use standard shopping questionnaires or tailor them to each company being shopped?

7. What areas are the most important for the mystery shopper to evaluate?
   For example: Quality of product
                 Customer Service
                 Sanitation
                 Timeliness of service
                 Facility maintenance

8. What problems do you most often encounter with mystery shopping?

9. Would you mind sending me sample hotel and restaurant questionnaires?

APPENDIX B: Mystery Shopper Program Elements

Appendix B

Mystery Shopper Program Elements

Create shopper recruiting plan
- Identify where to recruit potential shoppers (Newcomer's Orientation? Base Exchange/Commissary? Advertise in facilities? Base Paper?)
- Identify correct number of shoppers to maintain an adequate pool of shoppers
- Important to recruit cross-section of customer base to represent all consumer groups. Identify the best shopper profiles for each activity.

Create marketing materials for recruiting and promoting program
- Logo and mystery shopper program theme
- Pamphlets to hand out discussing the program
- On-going publicity and recruiting activities
- Article for base paper publicizing the program

Create payment procedures
- Identify reimbursement amount of shop up to certain dollar value
- Identify compensation for mystery shopper
- Reimbursement only granted after a completed report is turned in
- Work out details for appropriated fund facilities
- Work with NAF Accounting Office

Design activity specific questionnaires
- Work with activity managers, marketing, and training to identify *the most important areas* to focus on – it is important to gather similar data to identify squadron wide trends
- Benchmark off of commercially available forms

Create shopper training materials
- Create training course to teach future shoppers how to remain anonymous, what items to look for, techniques to use in observing, and how to complete the questionnaire afterwards
- Create scenarios for trainees to evaluate and critique during training
- Create the Services Guide to Mystery Shopping that shoppers can keep and refer to after training

Design activity specific schedules for shopping
- Work with activity managers to identify critical times for shopping
- Identify proper frequency and times of shops for accurate feedback

Create employee recognition program to correspond with program
- Identify criteria for selecting award recipients

- Set award amount
- Identify presentation procedure (at work, Commander's call, etc.)
- Create certificate or other document to accompany monetary or other award.
- Identify list of possible awards for employees to recommend for Air Force level

Administrative requirements:
- Create budget for shopper program based on potential compensation and frequency of shops
- Train managers on program
- Advertise program to employees (emphasize positive aspects)
- Collect copies of computer files of all aspects of the program
- Create binder of all mystery shopper materials
- Work with the Services Agency to fund duplication and distribution of materials
- Create computer program to tabulate results and print results
- Create computer database to track shoppers (dates, locations, effectiveness)

Program follow-up:
- Provide feedback to shoppers on proper form completion
- Possible refresher training to get feedback on program and reinforce concepts
Continuous recruiting to ensure shoppers are new and prevent routine shoppers from being identified

APPENDIX C: Project Timeline

Appendix C

Mystery Shopper Timeline (1998):

Mar 16 - Program planning session

Mar 17 – May 10
- Design draft questionnaires
- Contact commercial companies for information on programs
- Design publicity and recruiting materials
- Decide payment procedures

May 10 – May 31
- Write Mystery Shopper pamphlet
- Design Training Program
- Design recognition program
- Recruit Shoppers (May – July, Schedule for training in Aug)

Jun 1 – Jul 31
- Get feedback from managers on questionnaires
- Inform managers about the program
- Publicize program to employees
- Create Services' Guide to Mystery Shopping
- Coordinate contract through legal if necessary

Aug 1 – Aug 8
- Train shoppers
- Increase publicity within facilities of program benefits and purpose

Aug 9 – Aug 31
- Begin shopping at all facilities based on schedule
- Add extra shops for the purpose of the study at a couple locations (10 lodging and 40 foodservice shops total)

Sep 1 – Oct 30
- Obtain feedback from shoppers on program
- Make necessary adjustments to program based on feedback
- Create program to track data and shoppers
- Ensure recruiting continues
- Schedule second training session (quarterly?)
- Write research project that will impress committee

Nov 1 – Nov 14
- Defend final research project
- Celebrate (a little)

Nov 15 – Dec 5
- Make necessary changes to proposal
- Obtain final approval from committee
- Bind project
- Celebrate (a lot)
- Graduate!!

APPENDIX D: Tri-fold Informational Recruiting Brochure
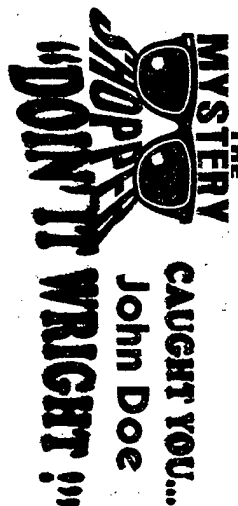
THE MYSTERY SHOPPER

What is Mystery Shopping?

Mystery Shopping is used by hospitality companies to get unbiased feedback from customers about their service experience. As a Mystery Shopper, you will secretly evaluate Services' facilities while posing as a regular customer.

☑ YES

☐ NO

You complete an evaluation form of your shopping experience, and in return you reimbursed for the cost of food or services (up to a pre-set limit, usually $10-$20) You also receive $10 in Services gift certificates to spend at any Services' activity. For example, if you eat dinner at the club, you will be reimbursed for up to $20 and receive $10 in gift certificates to spend on golfing or at the Skills Development Center.

The focus of the program is to "catch our employees doing it right!" We want to reward our employees for providing outstanding service. If there are problems, we want to know about that too, so we can improve our service to you.

THE MYSTERY SHOPPER "DOIN' IT WRIGHT!"

CAUGHT YOU... John Doe

How can I become a Services Mystery Shopper?

The 88th Services Squadron is now accepting applications for new Mystery Shoppers. We are looking for interested people representing all of our customer demographic groups (i.e. officers, enlisted, civilians, family members, and retirees). Please complete the brief application on the last page and mail it to us, or call our office number listed. We will schedule you for a one-time training class to familiarize you with the program, and train you to be an effective and discreet shopper. This class is held once per quarter or as needed.

NAME _____

ADDRESS _____

_____

PHONE _____

Which Services Activities do you most often frequent?

_____

Which would you normally be available for Training / Shopping / (Please circle your selections)

MORNINGS   AFTERNOONS   EVENINGS   WEEKENDS

THE MYSTERY SHOPPER

For more information please contact Ms. Sonya Greene
(937) 257-8220 or E-mail sonya.greene@88abw.wpafb.af.mil

WPAFB SERVICES
Combat Support & Community Service

THE MYSTERY SHOPPER

Am I a Services Employee as a Mystery Shopper?

Actually, you will be an independent contractor working for yourself. This provides flexibility for you and us, and ensures our shoppers remain a secret. You can get more details at the training session, or by calling our office at the number below

Ms. Sonya Greene
937-257-8220

Commercial Opportunities:

If you find you really enjoy Mystery Shopping, there are numerous commercial companies that hire shoppers for local businesses. Our program will make you more marketable for these opportunities.

WPAFB
SERVICES
Combat Support & Community Service

Ms. Sonya Greene
88 SPTG/ SVK
5215 Thurlow St. Suite #2
Wright-Patterson AFB, Oh. 45433

APPENDIX E: 88th Services Division Mystery Shopping Budget

| | PROPOSED MYSTERY SHOPPER BUDGET | | | | | |
| | 88TH SERVICES SQUADRON WPAFB | | | | | |

Activity Name	Frequency	Budgeted Cost Per Shop	Gift Certificate Value	Budgeted Annual Cost	Number of Shops Completed	Actual Reimburse- ment	Total Actual Cost
Community Support Flight							
Skills Development Center	Quarterly	$10	$10	$80			
Auto Skills Center	Quarterly	$20	$10	$120			
Rod and Gun Club	Quarterly	$0	$10	$40			
Outdoor Recreation	Quarterly	$15	$10	$100			
Aquatics	Bi-Monthly	$5	$10	$90			
Community Support Totals:				*$430*	*0*	*$0.00*	*$0.00*
Family Member Support Flight							
New Horizon CDC	Quarterly	$0	$10	$40			
Kittyhawk CDC	Quarterly	$0	$10	$40			
Page Manor CDC	Quarterly	$0	$10	$40			
Wright Care CDC	Quarterly	$0	$10	$40			
Preschool	Quarterly	$0	$10	$40			
Tots In Blue	Quarterly	$0	$10	$40			
Youth / CAC	Quarterly	$0	$10	$40			
Family Member Totals:				*$280*	*0*	*$0.00*	*$0.00*
Combat Support Flight							
Pitsenbarger Dining Facility	Monthly	$5	$10	$180	2	$4.75	$24.75
Lodging	Monthly	$17	$10	$324	7	$107.00	$177.00
Library	Quarterly	$0	$10	$40			
Dodge Gym	Bi-Monthly	$5	$10	$90			
Hangar 22 Fitness Center	Bi-Monthly	$5	$10	$90			
Jarvis Gym	Bi-Monthly	$5	$10	$90			
Health Club Area A	Bi-Monthly	$5	$10	$90			
Health Club Area B	Bi-Monthly	$5	$10	$90			
Combat Support Totals:				*$994*	*9*	*$111.75*	*$201.75*

Activity Name	Frequency	Budgeted Cost Per Shop	Gift Certificate Value	Budgeted Annual Cost	Number of Shops Completed	Actual Reimbursement	Total Actual Cost
Business Operations Flight							
Officer's Club	Monthly	$15	$10	$300	4	$41.85	$81.85
The Wright Place	Monthly	$0	$0	$0			
Flywright Club	Monthly	$10	$10	$240	2	$14.95	$34.95
Base Restaurants (Table Service)	Bi-Monthly	$15	$10	$150	2	$9.75	$29.75
Base Cafeterias	Monthly	$10	$10	$240	8	$40.60	$120.60
Base Canteens	Bi-Weekly	$5	$10	$360	13	$50.02	$180.02
Twin Base Golf Course*	Bi-Monthly	$10	$10	$120	1	$8.35	$18.35
Prairie Trace Golf Course*	Bi-Monthly	$10	$10	$120	2	$3.70	$23.70
Kittyhawk Bowling Center*	Bi-Monthly	$15	$10	$150	2	$9.30	$29.30
Civilian Recreation	Quarterly	$0	$10	$40			
Aero Club	Quarterly	$0	$10	$40			
Veterinary Clinic	Quarterly	$0	$10	$40			
Business Operations Totals:				*$1,800*	*34*	*$178.52*	*$518.52*
Other							
Unused Gift Certificates (Subtracted from Total)							$30.00
Marketing Expenses							
Human Resoures Office	Quarterly	$0	$10	$40			
Other Total:				*$40*	*0*	*$0.00*	*-$30.00*
OVERALL TOTALS:				***$3,544***	***43***	***$290.27***	***$690.27***

KEY ASSUMPTIONS:

Frequency	Shops per year
Annually	1
Bi-Annually	2
Quarterly	4
Bi-Monthly	6
Monthly	12
Bi-Weekly	24
Weekly	52

Notes:
* **Seasonal Activities** such as Golf, Bowling and Aquatics are listed as Bi-Monthly with 6 shops per year. These shops will probably take place during the peak season, with few or no shops during off-season.
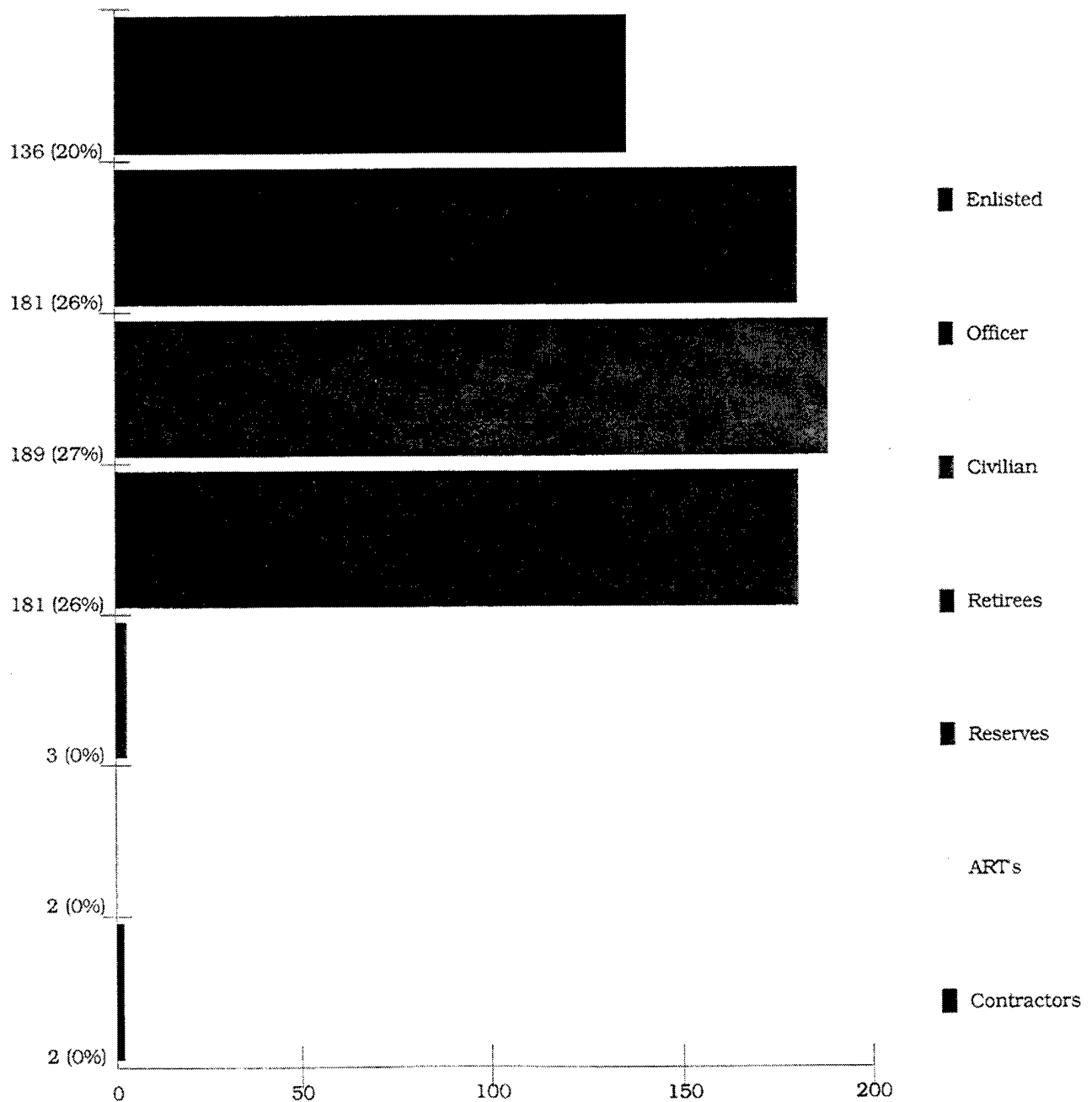
APPENDIX F: Mystery Shopping Schedule

Mystery Shopping Schedule

Month of shop	Activity to be shopped	Specific Instructions	Date Started After	Date Completed by:	Time Frame	Day or Days	Profile Needed	Shopper	Completed?
August	Canteen #2	Lunch	19-Aug-98	27-Aug-98	1100 - 1300	M-F		Ayoub, Charlotte	Yes
August	Canteen #7	Lunch	19-Aug-98	27-Aug-98	1100 - 1300	M-F		Rose, Karen	Yes
August	Lodging	Res by 21 Aug 98	19-Aug-98	27-Aug-98				Rose, Karen	Yes
August	Restaurant #1 (Cafeteria)	Breakfast	19-Aug-98	27-Aug-98	0630 - 0900	M-F		Murphy, Judith	Yes
August	Restaurant #1 (Dining room)	Lunch	19-Aug-98	27-Aug-98	1100 - 1300	M-F		Norman, Cheryl	Yes
August	Restaurant #2	Breakfast	19-Aug-98	27-Aug-98	0630 - 0900	M-F		Rucker, Marion	Yes
August	Restaurant #2	Lunch	19-Aug-98	27-Aug-98	1100 - 1300	M-F		Rudd, Linda	Yes
August	Restaurant #3 (Cafeteria)	Lunch	19-Aug-98	27-Aug-98	1100 - 1300	M-F		Cavagnaro, Carol	Yes
August	Bowling Center	Evening	19-Aug-98	28-Aug-98	1800 - 2030	M-F		Sonya Greene	Yes
August	Canteen #13	Lunch	19-Aug-98	28-Aug-98	1100 - 1300	M-F		Shapiro, Patricia	Yes
August	Lodging	Res by 21 Aug 98	19-Aug-98	28-Aug-98				Rucker, Marion	Yes
August	Officer's Club	Lunch	19-Aug-98	28-Aug-98	1100 - 1300	M-F		Ahlborn, John	Yes
August	Prairie Trace Golf Course	Lunch	19-Aug-98	28-Aug-98	1100 - 1300	M-F		Welty, Julie	Yes
August	Canteen #5	Weekend	19-Aug-98	30-Aug-98	1100 - 1300	Sat or Sun		Pfister, David	Yes
August	Officer's Club	Dinner	19-Aug-98	30-Aug-98	1830 - 2100	Fri or Sat		Roe, James	Yes
August	Bowling Center	Lunch	31-Aug-98	9-Sep-98	1130 - 1300	M-F		Strickland, Tommie	Yes
August	Dining Facility	Breakfast	31-Aug-98	9-Sep-98	0600 - 0800	M-F	AD Enlisted	Gregory, John	Yes
August	Dining Facility	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F	AD Enlisted	Weaver, Monetta	Yes
August	Flywright Club	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F	Officer eqiv.	Bender, Deanne	Yes
August	Twin Base Golf Course (#20)	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F		Schmidt, Donnette	Yes
September	Canteen #14	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F		Strickland, Tommie	Yes
September	Canteen #16	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F		Schmidt, Donnette	Yes
September	Canteen #17	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F		Smith, Kerry	Yes

September	Canteen #24	Lunch	31-Aug-98	9-Sep-98	1100 - 1300	M-F		Williams, Jeanette	Yes
September	Lodging	Res by 2 Sep 98	31-Aug-98	9-Sep-98			AD Military	Gregory, John	Yes
September	Lodging	Res by 2 Sep 98	31-Aug-98	9-Sep-98			AD Military	Weaver, Monetta	Yes
September	Officer's Club	Dinner	31-Aug-98	9-Sep-98	1830 - 2100	Mon - Sun		Smith, Kerry	Yes
September	Restaurant #1 (Cafeteria)	Breakfast	31-Aug-98	9-Sep-98	0630 - 0900	M-F		Williams, Jeanette	Yes
September	Restaurant #2	Breakfast	31-Aug-98	9-Sep-98	0630 - 0900	M-F		Pfister, David	Yes
September	Restaurant #3 (Cafeteria)	Breakfast	31-Aug-98	9-Sep-98	0630 - 0930	M-F		Bender, Deanne	Yes
September	Canteen #17	Lunch	14-Sep-98	16-Sep-98	1100 - 1300	M-F	AFIT	Chambers, Jackie	Yes
September	Canteen #7	Lunch	14-Sep-98	16-Sep-98	1100 - 1300	M-F	AFIT	Mailes, Dana	Yes
September	Flywright Club	Lunch	14-Sep-98	16-Sep-98	1100 - 1300	M-F	AFIT	Wallace, Anne-Marie	Yes
September	Officer's Club	Lunch	14-Sep-98	16-Sep-98	1100 - 1300	M-F	AFIT	Burt, Susan	Yes
September	Restaurant #1 (Dining room)	Lunch	14-Sep-98	16-Sep-98	1100 - 1300	M-F	AFIT	Petergal, Sally	Yes
September	Canteen #14	Lunch	14-Sep-98	23-Sep-98	1100 - 1300	M-F	Anyone	Cavagnaro, Carol	Yes
September	Canteen #16	Lunch	14-Sep-98	23-Sep-98	1630 - 1900	M-F	Anyone	Williams, Jeanette	Yes
September	Lodging	Res by 25 Sep 98	14-Sep-98	30-Sep-98			AD, Res, Ret		
September	Lodging	Res by 25 Sep 98	24-Sep-98	30-Sep-98			AD, Res, Ret		
September	Lodging	Res by 25 Sep 98	24-Sep-98	30-Sep-98			Anyone		
September	Lodging	Res by 25 Sep 98	24-Sep-98	22-Oct-98			Anyone	Weaver, LaTanya	Yes
September	Lodging	Res by 16 Sep 98	14-Sep-98	22-Oct-98			AD, Res, Ret	Hatcher, Edgar	Yes
September	Lodging	Res by 16 Sep 98	14-Sep-98	22-Oct-98			AD, Res, Ret	Williams, Jeanette	Yes
September	Prairie Trace Golf Course	Lunch	14-Sep-98	7-Oct-98	1100 - 1300	M-F	Anyone	Weaver, Monetta	Yes
September	Restaurant #3 (Cafeteria)	Lunch	14-Sep-98	7-Oct-98	1100 - 1300	M-F		Williams, Jeanette	Yes
September	Restaurant #3 (Dining room)	Lunch	14-Sep-98	8-Oct-98	1100 - 1300	M-F	AFIT		
September	Canteen #24	Breakfast	30-Sep-98	27-Oct-98	0630 - 0900	M-F		Bender, Deanne	Yes
September	Canteen #28	Lunch	30-Sep-98	27-Oct-98	1100 - 1300	M-F		Strickland, Tommie	
September	Restaurant #3 (Cafeteria)	Breakfast	30-Sep-98	27-Oct-98	0630 - 0930	M-F		Strickland, Tommie	
September	Twin Base Golf Course (#20)	Lunch	30-Sep-98	27-Oct-98	1100-1300	M-F			

APPENDIX G: 88th Services Division 1998 Customer Satisfaction Survey Results

Total Survey Respondents

136 (20%)

181 (26%)

189 (27%)

181 (26%)

3 (0%)

2 (0%)

2 (0%)

■ Enlisted

■ Officer

■ Civilian

■ Retirees

■ Reserves

ART's

■ Contractors

0   50   100   150   200

Importance of Attributes in Rank Order

Score (Mean) Count	
92% (4.60) 619	
92% (4.60) 605	
92% (4.59) 622	
90% (4.52) 609	
90% (4.48) 611	
89% (4.47) 602	
89% (4.46) 610	
88% (4.38) 611	
85% (4.24) 606	
84% (4.19) 611	
81% (4.07) 614	
81% (4.06) 609	
81% (4.06) 628	
78% (3.90) 594	
66% (3.28) 600	

Legend:
- Employ Courtesy
- Service Correct
- Facil Cleanliness
- Employ helpfull
- Equip Condition
- Equip Cleanliness
- Service Promptness
- Product Knowledge
- Caring Service
- Understanding
- Employ Appearance
- Individual Service
- Facil Appearance
- Accurate Info
- Ad Material Quality

X-axis: 0 20 40 60 80 100

Overall 85% (4.26): (Total)

Satisfaction With Attributes in Rank Order

Score (Mean) Count		Attribute
80% (3.98) 625		■ Facil Cleanliness
80% (3.98) 628		■ Facil Appearance
78% (3.92) 610		■ Equip Cleanliness
78% (3.90) 619		■ Employ Appearance
78% (3.90) 615		■ Employ Courtesy
78% (3.89) 614		Equip Condition
77% (3.85) 604		■ Service Correct
76% (3.78) 610		■ Product Knowledge
75% (3.77) 614		■ Employ helpfull
74% (3.69) 612		■ Caring Service
74% (3.69) 615		■ Service Promptness
74% (3.68) 604		■ Understanding
74% (3.68) 582		■ Accurate Info
73% (3.64) 610		■ Individual Service
71% (3.53) 587		■ Ad Material Quality

0   20   40   60   80

Overall 76% (3.79): (Total)

Overall Assessment of Facility/Program in Rank Order

Score (Mean) Count		
87% (4.37)	238	
86% (4.28)	296	
86% (4.28)	272	
84% (4.22)	95	
84% (4.21)	175	
84% (4.19)	126	
83% (4.17)	163	
83% (4.16)	229	
83% (4.14)	207	
81% (4.07)	194	
81% (4.06)	190	
80% (4.01)	113	
80% (3.98)	96	
79% (3.97)	321	
79% (3.95)	128	
78% (3.91)	130	
76% (3.78)	174	
74% (3.71)	58	
74% (3.69)	48	
74% (3.68)	136	

Legend:
- Golf Course
- Fitness Center
- Exercise/Weight Room
- Skills Center
- Golf Pro Shop
- Rec Equip Checkout
- Outdoor Recreation
- Library
- Bowling Center
- Golf Snack Bar
- Bowling Snack Bar
- Auto Skills Center
- Airmen's Dining Facility
- Officers' Club
- Club Bar
- ITT
- Club Dining
- Child Development
- Youth Programs
- Enlisted Club

Overall 82% (4.09): (Total)

Overall Installation Grade in Meeting Needs

27 (4%)

175 (26%)

203 (30%)

113 (17%)

88 (13%)

43 (6%)

13 (2%)

1 (0%)

1 (0%)

2 (0%)

1 (0%)

0   50   100   150   200   250

- Very Best
- Excellent
- Very Good
- Quite Good
- Fairly Good

Indifferent

- Not Very Good
- Not Good at all
- Poor
- Terrible
- Very Worst
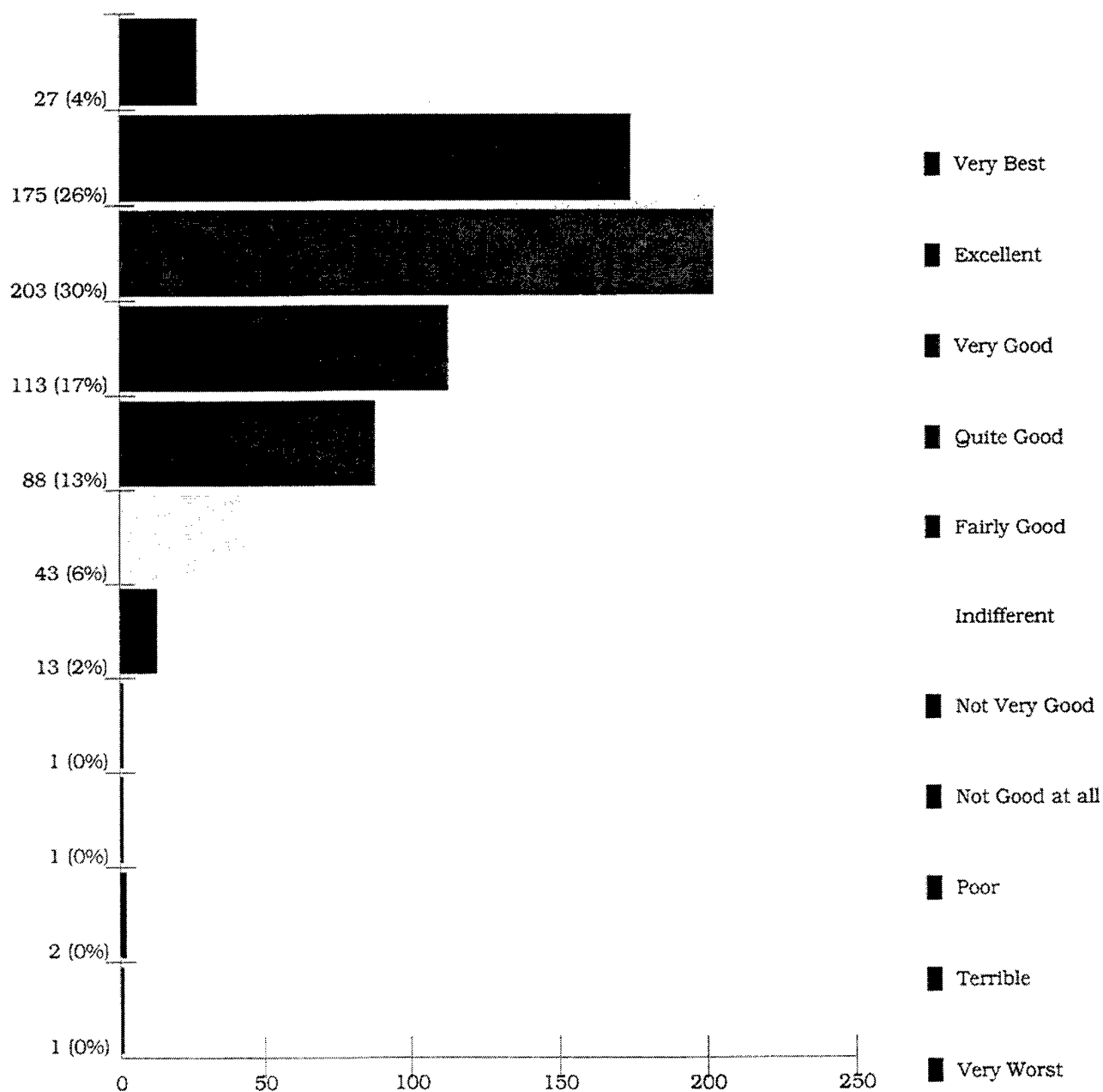
Scale Value Mean = 75.89 (Total)

APPENDIX H: Example Evaluation Forms

MYSTERY SHOPPER EVALUATION FORM – LODGING			
Shopper:	Arrive Time:	Arrive Date:	Day:
Room #:	Depart Time:	Depart Date:	Cost: $24.00

All ratings are based on a 5-point scale: **1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding**.

Write comments explaining all ratings **2 or lower** and all **NO** answers. Write on back if necessary.

RESERVATIONS / PRE-VISIT CALL		RATING (1-5):
Was the phone answered in three rings?	☐ YES ☐ NO	
Did the employee answering the phone identify himself/herself voluntarily?	☐ YES ☐ NO	
Name of employee answering the phone:		
Did this person identify their work center (i.e. front desk or reservations)?	☐ YES ☐ NO	
Did this person have a friendly demeanor and extend a greeting? **Please rate.**	☐ YES ☐ NO	
Were directions or additional information offered?	☐ YES ☐ NO	
If you were placed on hold, how long did you have to wait (in seconds)?	Seconds	
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		
Comments:		

FACILITY EVALUATION		RATING (1-5):
Rate the exterior appearance of the facility (cleanliness, maintenance, and landscaping)		
Rate the interior appearance of lobby, hallways, and stairwells (cleanliness, maintenance, etc.)		
Rate the lobby atmosphere (décor, lighting, temperature, seating, etc.)		
Rate the condition and cleanliness of the public restrooms ☐ Men's ☐ Women's		
Was the laundry room convenient, clean, and comfortable, with folding table and hanging rack?	☐ YES ☐ NO	
Were the ice machines conveniently located and in good working order?	☐ YES ☐ NO	
Were the parking areas clean with adequate lighting?	☐ YES ☐ NO	
Were directional signs to your room attractive and easy to follow?	☐ YES ☐ NO	
Comments:		

CHECK-IN / CHECK-OUT		RATING (1-5):
Name of front desk employee who checked you in:		
Description (sex, height, hair color, approx age):		
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		
Did the clerk ask if you needed any information about the base or local area?	☐ YES ☐ NO	
Name of front desk employee who checked you out:		
Description (sex, height, hair color, approx age):		
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		
Was your bill accurate?	☐ YES ☐ NO	
Were you quickly greeted upon arrival at the front desk each time and made to feel welcome?	☐ YES ☐ NO	
Were staff members in proper uniforms with nametags? Were they neat and clean?	☐ YES ☐ NO	
Did the clerk(s) provide friendly and helpful service? **Please rate.**	☐ YES ☐ NO	
Were staff members knowledgeable about their jobs, the base and local area? **Please rate.**	☐ YES ☐ NO	
Was the check-in/out process quick and efficient? (1 min. for check-in, 3 min. for check-out)	☐ YES ☐ NO	
Comments:		

HOUSEKEEPING

Was the carpet clean and free of stains and wear marks?	☐ YES	☐ NO
Was the furniture, counters, ledges, etc. free of dust?	☐ YES	☐ NO
Was the bathroom clean? Did it smell fresh? Was the toilet clean inside and out?	☐ YES	☐ NO
Was the shower / bathtub clean? (free of soap scum and mold? clean shower curtain, etc.?)	☐ YES	☐ NO
Were the sink and vanity/mirrors clean? (including soap dish and counter if applicable)	☐ YES	☐ NO
Were the microwave and refrigerator clean? (Check the inside door and ceiling.)	☐ YES	☐ NO
Were the towels (two sets) and linens clean and in good condition?	☐ YES	☐ NO
Was the bed well made?	☐ YES	☐ NO
Were amenities provided? (Shampoo with conditioner, mouthwash, lotion and shoe mitt.)	☐ YES	☐ NO
Were quality brand facial and toilet tissue provided? (2 ply is standard)	☐ YES	☐ NO
Were deodorant soap and facial soap provided? (Quality commercial product, 1.25 oz.)	☐ YES	☐ NO
Was the housekeeper wearing a uniform with a name tag? Was it neat and clean?	☐ YES	☐ NO
Name of your housekeeper:		
Rate the performance of your housekeeper (room cleanliness, stocking, and courtesy)	**RATING (1-5):**	

Comments:

ROOM REQUIREMENTS

Was the guest information book in good condition?	☐ YES	☐ NO
Did the guest information book provide useful and accurate information?	☐ YES	☐ NO
Were the TV, remote control, VCR, phone and clock radio working properly?	☐ YES	☐ NO
Were clear instructions provided to operate all equipment in the room?	☐ YES	☐ NO
Was there an iron and ironing board provided and in good condition?	☐ YES	☐ NO
Were ten hangers provided? Were at least 4 of them skirt hangers?	☐ YES	☐ NO
Did the room have adequate lighting?	☐ YES	☐ NO
Was everything in your room in working order?	☐ YES	☐ NO
Did the furnishings and décor compliment each other?	☐ YES	☐ NO
Were the furnishings in good condition and well placed?	☐ YES	☐ NO
Were the drapes in good condition? Did they block all outside light when closed?	☐ YES	☐ NO
Were there working light bulbs in every lamp including 3-way bulbs in 3-way lamps?	☐ YES	☐ NO
Was the room air quality good? Did the bathroom exhaust fan work properly?	☐ YES	☐ NO
Were the spare blankets and pillows wrapped in plastic?	☐ YES	☐ NO
Was the room stocked with resale items? Was it a good selection?	☐ YES	☐ NO

Comments (including resale suggestions):

OVERALL RATINGS (Rate on a 5-point scale: 1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding.)

Rate the overall room quality		
Rate the overall quality of service provided by the lodging staff		
Rate the perceived value for the dollar		
Rate the overall cleanliness		
Rate your overall lodging experience		
Based on THIS experience, would you return?	☐ YES	☐ NO

Overall comments:

MYSTERY SHOPPER EVALUATION FORM – OFFICERS' CLUB TABLE SERVICE

Shopper:	Arrival Time (24hr):	Day of Week:	
Location: **Officers' Club**	Departure Time (24hr):	Date:	Cost: $20.00

All ratings are based on a 5-point scale: **1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding.**

Write comments explaining all ratings **2 or lower** and all **NO** answers. Write on back if necessary.

PRE-VISIT CALL			RATING (1-5):
Was the phone answered in three rings?	☐ YES	☐ NO	
Did the person answering the telephone identify himself/herself voluntarily?	☐ YES	☐ NO	
Name of person answering the phone:			
Did this person identify the business name?	☐ YES	☐ NO	
Did this person have a friendly demeanor and extend a greeting? **Please rate.**	☐ YES	☐ NO	
If you were placed on hold, how long did you have to wait (in seconds)?		Seconds	
Did this person offer directions or additional information?	☐ YES	☐ NO	
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).			
Comments:			

FACILITY EVALUATION			RATING (1-5):
Rate the exterior appearance of the facility (cleanliness, maintenance, and landscaping)			
Rate the interior appearance of the facility (cleanliness, maintenance, etc.)			
Rate the atmosphere (décor, lighting, temperature, music, etc.)			
Rate the condition and cleanliness of the public restrooms ☐ Men's ☐ Women's			
Was your table clean and attractive including chairs, utensils, condiments, etc.?	☐ YES	☐ NO	
Was the floor and carpet clean and free of stains?	☐ YES	☐ NO	
Comments:			

SERVICE			RATING (1-5):
Server's name:			
Description (sex, height, hair color, other):			
Rate the overall performance of the server (consider courtesy, accuracy and helpfulness).			
Were you quickly greeted upon arrival and made to feel welcome?	☐ YES	☐ NO	
Was the server wearing a uniform with a name tag? Was it neat and clean?	☐ YES	☐ NO	
Did the server provide friendly and helpful service? **Please rate.**	☐ YES	☐ NO	
Were the menus clean and in good condition?	☐ YES	☐ NO	
Was your server knowledgeable of the menu and specials (if any)? **Please rate.**	☐ YES	☐ NO	
Did the server provide any menu selection suggestions (appetizer, dessert, etc.)?	☐ YES	☐ NO	
How long did it take for your drinks to arrive after ordering?		Minutes	
How long did it take for your entrees to arrive after ordering?		Minutes	
Was your food the appropriate temperature upon arrival?	☐ YES	☐ NO	
Was your table and others around you properly bussed?	☐ YES	☐ NO	
Were after meal drinks suggested by the server?	☐ YES	☐ NO	
Was your guest check accurate?	☐ YES	☐ NO	

SERVICE (CONT.)		
Host or Additional Server's Name:		
Description (sex, height, hair color, other):		
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		
Did the anyone from the staff check your club membership?	☐ YES	☐ NO
Did you observe a manager? Did he/she appear to be involved in running the restaurant?	☐ YES	☐ NO
Did anyone from the staff thank you for coming?	☐ YES	☐ NO
Comments:		

BAR/LOUNGE AREA		RATING (1-5):
Name of your bartender / server:		
Description (sex, height, hair color, other):		
Rate the overall performance of the server (consider courtesy, accuracy and helpfulness).		
Were you quickly greeted by the bartender/server?	☐ YES	☐ NO
Was the bartender / server wearing a uniform with a name tag? Was it neat and clean?	☐ YES	☐ NO
Did the bartender / server smile and make eye contact?	☐ YES	☐ NO
Did the bartender / server ask to see any identification?	☐ YES	☐ NO
Was your bartender / server knowledgeable of drink types and the bar menu?	☐ YES	☐ NO
Did the bartender / server make any suggestions (drink, appetizer, etc.)?	☐ YES	☐ NO
Was the bar / lounge area clean?	☐ YES	☐ NO
Did you receive your drink(s) in a timely manner?	☐ YES	☐ NO
Was your bar bill accurate?	☐ YES	☐ NO
Comments:		

OVERALL RATINGS (Rate on a 5-point scale: 1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding.)		
Rate the food quality		
Rate the overall quality of service provided by the staff		
Rate the perceived value for the dollar		
Rate the overall cleanliness		
Rate the overall Officer's Club experience		
Based on THIS experience, would you return?	☐ YES	☐ NO
Overall comments:		

APPENDIX I: Common Rated Areas on All Evaluation Forms

Common areas rated on all mystery shopping questionnaires:

Pre-Visit Call:

Phone answered in three rings	Yes/No
Employee identify themselves	Yes/No
Name of employee	*
Employee identify business activity	Yes/No
Friendly demeanor and extend a greeting	Rate
Offer additional information or directions	Yes/No
Overall performance of this employee	Rate*

Facility Evaluation:

Exterior of facility	Rate
Interior of facility	Rate
Atmosphere	Rate
Restroom cleanliness	Rate

Customer Service (direct employee interaction):

Name of employee	*
Description (to ensure proper ID)	*
Overall performance of employee	Rate*
Quickly greeted	Yes/No
Friendly and helpful service	Rate
Knowledgeable staff	Rate
Neat and clean uniforms with name tags	Yes/No
Accurate bill	Yes/No

Overall Ratings:

Product quality (food, fitness equipment, etc)	Rate
Quality of service by staff	Rate
Perceived value for the dollar	Rate
Cleanliness	Rate
Overall experience	Rate

- Items with an asterisk "*" will be used to determine individual employee recognition.
- There are several categories that apply to many activities, but not all of them. For example suggestive selling and visible management. These items can be tracked separately.
- All ratings are on a 5-point scale

APPENDIX J: Example Shopping Instructions

THE MYSTERY SHOPPER Mystery Shopping Instructions – Lodging

General Instructions:

Shop must be completed between:_____ and _____. Make your reservation right away to ensure room availability. **Return your completed form to Services Marketing within 48 hours after the shop or the next business day if shop falls on a Friday or Saturday. You will be reimbursed for one night stay in lodging** (maximum reimbursement is $14.00). **If the form is completed properly, on time, and legibly, you will receive $10 in Services' gift certificates to use in any of our activities.**

- Read the questionnaire thoroughly before shopping. Think about what you will need to do to answer each question.
- Please write legibly and complete the form with black or blue ink pen only.
- Check "Yes" and "No" boxes clearly. Only check one for each question.
- For rated questions, use a whole number between 1 and 5. Consider the following scale when rating questions:

  5 = Outstanding (**The way it should be. Please use them! Don't save 5's for perfection.**)
  4 = Good
  3 = Satisfactory (Nothing special, plain, ordinary)
  2 = Fair
  1 = Poor (Offensive, negligent, hazardous)

- You must write comments explaining all "No" answers and all ratings 2 or lower
- Make sure the ratings agree with the written comments.
- **Keep your itemized receipt and turn it in with the completed form!** Telephone charges and sundry charges (resale items in the rooms) are not reimbursed and are the responsibility of the shopper to pay.
- Make sure you obtain the employees' names (including the reservationist).
- Coupons received for mystery shopping cannot be used to pay for a mystery shop.
- Please make all comments constructive – avoid writing your opinions too harshly.
- Refer to your "Services' Guide to Mystery Shopping" or call Marketing if you have a question.

Specific Instructions:

- When making your reservation, tell the reservationist that you are on orders and will be staying only one night. Provide your real name and social security number (they will check your ID when you check-in). This will allow you to complete the reservation process. Please call between 7:30 and 5:00. The reservation number is 787-3810. This is a good time to get directions if needed.
- Once you have made your reservation, you need to call Mr. Ray Zimmerschied, the Lodging Manager, at 257-2928. Tell him you are a mystery shopper and give him your name and confirmation number. He will change your reservation in the computer so you can check-in without orders. He will also assign you to the room type (VAQ, VOQ, etc.) that is next in line to be evaluated. Please check-in after 1400.
- Sit in the lobby and look at information and services provided (visit the lobby restrooms).
- Evaluate the interior and exterior of the lobby and of the building you are staying in.
- Visit the laundry and ice machine areas in your building.
- Call the front desk and ask one or more of the following questions to rate employee knowledge:
  - Hours of operation and directions to the BX, Commissary, or any Services facility
  - Shuttle bus schedule and location of stops or eating establishments in the local area
- It is essential that you obtain the name of your housekeeper. If you do not see him or her, call the Executive Housekeeper's Office (after you have checked-out) at 257-3464. Identify yourself as a mystery shopper and that you need the name of the housekeeper for the room you stayed in. **Thanks and have fun shopping!**

Mystery Shopping Instructions – Officers' Club Table Dining

General Instructions:
Location: **Building 800 Area A**

Shop must be completed by:_____ . Shop any day between _____ and _____. Shop any time between _____ and _____. **Return your completed form to Services Marketing within 48 hours or by the completion date – whichever is sooner. You will be reimbursed for your meal expenses** (maximum reimbursement is $20.00). **If the form is completed properly, on time, and legibly, you will receive $10 in Services' gift certificates to use in any of our activities.**

- Read the questionnaire thoroughly before shopping. Think about what you will need to do to answer each question.
- Please write legibly and complete the form with black or blue ink pen only.
- Check "Yes" and "No" boxes clearly. Only check one for each question.
- For rated questions, use a whole number between 1 and 5. Consider the following scale when rating questions:

    5 = Outstanding (**The way it should be. Please use them! Don't save 5's for perfection.**)
    4 = Good
    3 = Satisfactory (Nothing special, plain, ordinary)
    2 = Fair
    1 = Poor (Offensive, negligent, hazardous)

- You must write comments explaining all "No" answers and all ratings 2 or lower
- Make sure the ratings agree with the written comments.
- **Keep your itemized receipt and turn it in with the completed form! Ask for receipt if one is not provided. Alcoholic beverages will NOT be reimbursed and must NOT be included on the receipt.**
- Make sure you obtain the employees' names including the employee answering the phone.
- Coupons received for mystery shopping cannot be used to pay for a mystery shop.
- Please make all comments constructive – avoid writing your opinions too harshly.
- Refer to your "Services' Guide to Mystery Shopping" or call Marketing if you have a question.

Specific Instructions:
- Call before you visit the restaurant. The number is **257-9762**. Ask the employee what the special is, when they are open, and get directions.
- Visit the public restrooms. Evaluate for cleanliness and stocking of soap and paper.
- Evaluate the interior and exterior of the Club.
- Purchase a full meal including beverage. Purchase an appetizer or dessert.
- Look at any salad bar, taco line, deli sandwich line, potato bar, etc. even if you don't order from them.
- Ask your server about the menu and specials to rate employee knowledge.
- Evaluate the general service at other tables and how well the tables are bussed.
- It is essential that you obtain the names of your server and bartender, ask if necessary.
- **Don't forget to tip! 15% is a good rule (Reference your Guide to Mystery Shopping).**
- Visit Wings (the O'Club bar) and purchase a drink. Alcohol will not be reimbursed, you can buy a non-alcoholic drink, but you are encouraged to try an alcoholic drink and let us know how we are doing.

Thanks and have fun shopping!

AAPENDIX K: 88th Services Guide to Mystery Shopping

THE MYSTERY SHOPPER

The 88th Services' Guide To Mystery Shopping

WPAFB SERVICES

Combat Support & Community Service

Introduction – What is Mystery Shopping?

Welcome to the 88th Services Division's mystery shopping program. Mystery shoppers secretly evaluate Services' facilities while posing as regular customers. The goal of this program is to obtain unbiased feedback from our customers about their service experience. In addition, we want to reward our employees for meeting our high quality standards and providing outstanding customer service to you, our customer. This guide is designed to supplement the formal classroom training and serve to answer your questions regarding the program. Please review this guide before each shop to refresh your memory on the requirements and techniques used.

Mystery shopping assignments (referred to as "shop" or "shops" in this guide) are scheduled by the 88th Services Marketing Department. Ms. Sonya Greene, Events and Sponsorship Coordinator, is the primary point of contact for running the program. She will handle on-going shopper recruiting, scheduling training, matching shoppers to shops and collecting completed shops, and handling any questions concerning the program. She will be your main contact as a Services' mystery shopper.

Once you have completed mystery shopping training, your information will be kept in our shopper database for future shopping opportunities. You will be contacted by telephone or e-mail when you are selected for a shop. If you are available for the shop, you will need to pick-up the shopping form and specific shopping instructions (see Attachment 1 for sample instructions) by the agreed upon date at the Services Marketing Office in Bldg. 70 (Enter door with "MWRS" awning) room 222 . The address is 5215 Thurlow Street, Suite 2, located in Area C. If you need directions please call (937) 257-8220.

How Shoppers Are Selected For Shops

Shoppers are matched with each shop based on a number of items. The first and most important is the shopper demographic information. We want to make sure that the shopper matches as closely as possible to the profile of the business' target customer. For example, we want golfers to shop our golf course and bowlers to shop the bowling center and so on. Another consideration is frequency. We want as many new eyes to look at our activities as possible. For example, a shopper who hasn't been to the golf course is more likely to be selected than someone who has already shopped there. Shopper performance is also a factor. The shoppers who take the program seriously and consistently provide complete, legible, and timely evaluations are more likely to receive additional shopping opportunities.

When your demographic profile matches an upcoming shop, we will call and provide you with only the dates and times of the shop to allow you to make the decision to accept or decline (except lodging). Once you have accepted the shop, we will provide you with the location and other pertinent information concerning the visit. This procedure ensures that all of our activities are shopped when needed, and by a shopper with the right customer profile.

Before Shopping

Always read over each question on the evaluation form just before you shop. The questions will be fresh on your mind and you can plan your strategy to get all of the needed information while maintaining your secret identity. Each form has a Pre-Visit Call section that should be completed before visiting the business. This is a good opportunity to get directions to the facility, verify the hours of operation and ask any other questions that will help you complete the shop. Make sure you count the number of rings, get the employee's name (even if you have to ask) and so on down the form.

Do not take the mystery shopping forms with you into the business. If you are discovered, then the shop is no longer valid. Do not stare at the staff and then write down notes – that looks very suspicious! (Hint: Take a 3x5 note card with you and take specific notes while you perform the restroom check.)

Ratings And Employee Recognition (Very Important)

For rated questions, use a whole number between 1 and 5. Consider the following scale when rating these questions:

5 = Outstanding (**The way it <u>should</u> be. Please use them! Don't save 5's for perfection.**)
4 = Good .
3 = Satisfactory (Nothing special, plain, ordinary)
2 = Fair
1 = Poor (Offensive, negligent, hazardous)

One of the main goals of this program is to reward our employees for doing it right – providing outstanding products and service to you, our customer. Several questions ask you to rate the performance of employees. An employee earning a "5" will receive a "caught you doin' it Wright!" lapel pin to proudly wear, a certificate, and one paid hour off. Please do not penalize a great performing employee for items out of their control. A delay in food arriving or tasting poorly may not be the fault of the server. If they handle the situation with professionalism and take care of any problems please reward them for their efforts!

Always get a name! In order to reward the right employee, it is essential that we know who provided you service. All employees should wear nametags, but in the event they are not, casually ask their name. (Hint: If you use their name later in the conversation, they will be less likely to suspect that you needed their name for another purpose such as mystery shopping.)

Always Be Professional

As mystery shoppers you represent the Services Division. It is important to dress appropriately for the facility being shopped. The idea is to blend in as a "normal" customer. Please avoid wearing shorts at our facilities unless it is appropriate such as the fitness centers. Please use good judgement and follow the rules of each facility for appropriate attire.

It is important that you do not draw attention to yourself as a shopper. In the unlikely event that you receive inadequate service (i.e. cold food, slow service, rude service etc.) please handle it in a low-keyed manner. It is all right to bring the problem to the attention of your server so they can correct the problem on the spot. However, please do not demand to see a manager and seek satisfaction (unless there is an immediate safety or security problem). The mystery shopper form will serve this purpose.

You must tip a minimum of 15% at all table service restaurants. If the service was exceptional, please tip more accordingly, but a maximum of 20% is requested. Even if you were very impressed or disappointed with the service, any tip above 20% or below 15% would draw attention to yourself as a customer. You can express your feelings about the service on the evaluation form. **Important: The tip cannot be reimbursed by regulation**. As a result, we have made the table service reimbursement limit generous to help compensate.

The shop is designed to measure a random "normal" customer experience. Please do not test the staff by asking them to provide unreasonable service, or put them in a confrontational situation. Following the questions on the shopping forms and instructions is a good way to avoid this.

Be Flexible

The shopping forms are designed to measure the specific operations performance as well as the overall Services Division's performance in certain areas such as cleanliness, courtesy, and so on. The mystery shopping program is new, so it is possible that the forms may not match up exactly with each

activity shopped. For example, there is a standard fitness center shopping form for the 3 fitness centers and two civilian health clubs. As a result, a question about the aerobic classes may not directly apply to every facility. Instead you could ask the employee about the classes offered at the other facilities, obtain a schedule, directions etc. Please remain anonymous and continue shopping if similar situations occur. If for some reason, you are not able to complete the shop, please call the Marketing Dept. for guidance.

Be Creative and Have Fun!

Many of the shops will require you to be creative to obtain the necessary information. You might shop a child development center even if you do not have children, or make reservations for lodging as if you were on orders. In order to be effective, put yourself in the shoes of a regular customer. Think about the questions that could be asked. Obtaining an employee's name (if they don't have a nametag) can seem awkward and difficult. One method you could use is to ask if the employee who is serving you is named Bob or Sue because a friend told you that he/she provided excellent service. They will normally respond by telling you their name. Then you can quickly say that you must have remembered the wrong name. You could say they looked familiar and ask what their name is. The more creative you are the more fun and easier the shopping will be!

Shop With a Friend

It is more enjoyable (and encouraged) to have company during the shopping experience – it also makes you less conspicuous. Take along your family or a friend during the shop. They can help you remember names, times, and other key observations while completing the form. Although the program is set-up for one mystery shopper per shop, many of the shops' reimbursable limits can help cover part of a second person's expenses. For example, if a shopper and his/her spouse shop the bowling center and the total bill is $18.73, a total of $15.00 will be reimbursed. If the same shopper shops the bowling center alone and the bill is $9.40, only $9.40 will be reimbursed. Make sure that whoever you shop with is also eligible to use the facility, and that all expenses are included on the same receipt.

Remain Anonymous

This is crucial to the success of the shop! Please do not complete a customer comment card for your visit. It could be matched with the shopper evaluation and identify you as the shopper. All of your comments can be included on the shopper form. If the shop is not going well, do not indicate that you are a mystery shopper, even if an employee directly asks if you are a mystery shopper. If this happens, respond by asking what a mystery shopper is, how do you become a mystery shopper, and if you get your meal free etc. This is another opportunity to be creative.

Completing the Form

The mystery shopping form is the heart of the program (see Attachment 2 for completed samples). It is essential that we receive accurate and thorough information about our programs and service. Please read and answer each question carefully. Some of the questions have a Yes/No answer block AND a rating section. Make sure that only one Yes/No box is marked per question and that all box marks, ratings, and comments are clear, concise, and **legible**. It is important that you complete the form immediately after the shop while the information is fresh. If you are unable to do so, jot down important notes right away (names, times, observations, etc.) as a minimum. (Hint: take the form and instructions with you in your car so you can look at them before and after the shop. Since it is difficult to write legibly in a car, write down all pertinent notes on a separate piece of paper and transcribe them later that evening.

The comment sections are very important in explaining the good areas and the areas needing attention. Please be concise in the comments (no ranting). For example, if you had to wait a long time to be served write "waited 14 minutes to be served" instead of "waited forever to be served" and so on.

Comments are required explaining all responses marked as "No" or rated as "2" or lower. Please use the back of the form if more space is needed. Sample completed forms can be found in attachment 1.

In addition to explaining your ratings, use the comment sections to offer suggestions that you feel would improve the business. Maybe there is a menu item that you would like to see, or a special program added. For example, you might feel strongly about replacing the Durkee™ brand hot sauce with Tabasco™. Please do not feel limited by the questions on the evaluation form. If there is another area important to you, let us know what you think!

Lodging is Unique
Shopping the lodging operation requires an overnight stay. As a result, you need to take your evaluation form with you to your room (but not the front desk!). The type of room you stay in (VOQ, VAQ, DV Suite, etc.) will depend on the next room type that needs to be evaluated and the availability of rooms on the night you are staying. Due to the nature of obtaining an Air Force lodging room, you will need to contact the lodging manager to ensure that you have a room reserved on base. Mystery shoppers are not allowed to stay in contract (off-base) accommodations. The shopping instructions will walk you through the process step by step. If you wish to have your spouse stay with you, you will need to notify the reservationist when you call, and pay the extra person charge (maximum charge is $7). This charge is not reimbursable.

Alcohol
There are certain restrictions concerning alcohol. **We are not authorized to reimburse any alcohol purchase.** As a result, you must make sure that there is no alcohol included on your itemized receipt that you turn in. We encourage shoppers over 21 years of age to sample our alcoholic beverages to let us know how we are doing. (Hint: If you would like an alcoholic drink for dinner, please order and pay for it in the lounge before hand and take it with you to dinner. This will keep the receipts separate). If you are at the bowling center or golf course, purchase your alcoholic drinks separately from your food.

Obtaining Reimbursement

Make sure that you obtain an itemized receipt for reimbursement (a credit card slip doesn't qualify). This allows us to see what was ordered and when. The receipt is required in order to obtain reimbursement.

Please complete and return the mystery shopping form to the Services Marketing Dept. within 48 hours of completing the shop or by the suspense written on the instructions page – **whichever is sooner.** George Parker, Marketing Director, or Sonya Greene (Bldg. 70, Rm. 218 or 222), will review your form and receipt, and authorize the correct amount for reimbursement. It is important that you **call in advance (257-8220)** to schedule a time to return the completed form. This will ensure that you receive prompt service and help the marketing staff manage their workload. It will take at least 15 minutes for the staff to review your form, complete the reimbursement process, and schedule another shop (if applicable).

If the evaluation form is turned in on time, legible, and completed properly, you will be presented with $10 in Services gift certificates. He/she will then direct you to the Cashier's Cage (just down the hallway) for reimbursement of your authorized expenditures. Do not use the gift certificates while conducting your shops. Services' gift certificates can not be used to purchase alcohol or be used in conjunction with any other discount or promotion.

While you are in the building, you can stop by Rm. 222 and ask Sonya about upcoming shopping opportunities. The best time to return your forms is between 8:00 a.m. and 1:00 p.m. Monday - Friday

when the Cashier's Cage is open. The Marketing Dept is open Monday-Friday from 7:30 a.m. – 4:40 p.m. Again, please call in advance.

Help Us Recruit

We are continuously looking for new shoppers to provide us with a fresh set of eyes to look at our programs and services. As a trained shopper, you are an excellent person to identify other people who would make good shoppers. If you enjoy mystery shopping, please tell others about our program. Give them our phone number or recruiting brochure (available in Marketing) so they can contact us directly. Thanks for your help!

Independent Contractor Status

As a Services mystery shopper, you are an independent contractor working for yourself. Services provides you compensation for your work as a shopper on a "one shop at a time" basis. This provides flexibility for you and for us. You can stop being a shopper at any time. If you decide to stop shopping for Services please give the Services Marketing Department a call so we can take you off of our shopper list. As an independent contractor, you are responsible to pay any payroll taxes that may apply. Please contact a tax advisor if you need more information.

Commercial Opportunities

If you find that you really enjoy mystery shopping, there are numerous commercial companies that hire shoppers for local businesses. As a Services shopper your training and experience will make you more marketable with these companies. If you are interested in contacting commercial companies a good place to look is on the Internet. Most search engines will find hundreds of shopping companies by searching for "mystery shopping." Another resource is the mystery shopping information web page on America On-Line™ (no federal endorsement intended) at http://members.aol.com/msshopnews/index.htm. This site is free and has links to numerous mystery shopping companies. **Happy shopping!**

- -

If you decide to take a 3 x 5 note card to write notes while visiting the restroom here are some reminders you may want to jot down on one side of the card:

REMINDERS:
- Call for directions
- Get names
- Get receipt (no alcohol on receipt)
- Look and act professional
- Be flexible (and creative)
- Ratings: 1 = poor, 2 = fair, 3 = satisfactory, 4 = good, 5 = outstanding
- Complete all paperwork completely and legibly
- Return paperwork to Bldg. 70 by the suspense (48 hours max)
- Marketing Office phone: 257-8220

… And anything else you think would be useful. Be sure to keep this card out of view of any employee!

Mystery Shopping Instructions – Officers' Club Table Dining

General Instructions:

Location: Building 800 Area A

Shop must be completed by: <u>Aug 26, 1998</u> . **Shop any day between** <u>Monday</u> **and** <u>Friday</u> . **Shop any time between** <u>1830</u> **and** <u>2100</u> . Return your completed form to Services Marketing within 48 hours after the shop or by the completion date – which ever is sooner. You will be reimbursed for your meal expenses **(maximum reimbursement is $20.00).** If the form is completed properly, on time, and legibly, you will receive $10 in Services gift certificates to use in any of our activities.

- Read the questionnaire thoroughly before shopping. Think about what you will need to do to answer each question.
- Please write <u>legibly</u> and complete the form with black or blue ink pen only.
- Check "Yes" and "No" boxes clearly. Only check one for each question.
- For rated questions, use a whole number between 1 and 5. Consider the following scale when rating questions:

  5 = Outstanding (**The way it should be. Please use them! Don't save 5's for perfection.**)
  4 = Good
  3 = Satisfactory (Nothing special, plain, ordinary)
  2 = Fair
  1 = Poor (Offensive, negligent, hazardous)

- You must write comments explaining all "No" answers and all ratings 2 or lower
- Make sure the ratings agree with the written comments.
- **Keep your itemized receipt and turn it in with the completed form! Ask for receipt if one is not provided. Alcoholic beverages will NOT be reimbursed and must NOT be included on the receipt.**
- Make sure you obtain the employees' names including the employee answering the phone.
- Coupons received for mystery shopping cannot be used to pay for a mystery shop.
- Please make all comments constructive – avoid writing your opinions too harshly.
- Refer to your "Services' Guide to Mystery Shopping" or call Marketing if you have a question.

Specific Instructions:

- Call before you visit the restaurant. The number is **257-9762**. Ask the employee what the special is, when they are open, and get directions.
- Visit the public restrooms. Evaluate for cleanliness and stocking of soap and paper.
- Evaluate the interior and exterior of the Club.
- Purchase a full meal including beverage. Purchase an appetizer or dessert.
- Look at any salad bar, taco line, deli sandwich line, potato bar, etc. even if you don't order from them.
- Ask your server about the menu and specials to rate employee knowledge.
- Evaluate the general service at other tables and how well the tables are bussed.
- It is essential that you obtain the names of your server and bartender, ask if necessary.
- **Don't forget to tip! 15% is a good rule (Reference your Guide to Mystery Shopping).**
- Visit Wings (the O'Club bar) and purchase a drink. Alcohol will not be reimbursed, you can buy a non-alcoholic drink, but you are encouraged to try an alcoholic drink and let us know how we are doing.

Thanks and have fun shopping!

MYSTERY SHOPPER EVALUATION FORM – OFFICERS' CLUB TABLE SERVICE			
Shopper: **Name or Shopper#**	Arrival Time (24hr): **19:30**	Day of Week:	**Friday**
Location: **Officers' Club**	Departure Time (24hr): **20:50**	Date: **21-Aug-98**	Cost: **$20.00**

All ratings are based on a 5-point scale: **1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding.**

Write comments explaining all ratings **2 or lower** and all **NO** answers. Write on back if necessary.

PRE-VISIT CALL			RATING (1-5):
Was the phone answered in three rings?	☐ YES	☑ NO	
Did the person answering the telephone identify himself/herself voluntarily?	☑ YES	☐ NO	
Name of person answering the phone: **XENA**			
Did this person identify the business name?	☑ YES	☐ NO	
Did this person have a friendly demeanor and extend a greeting? **Please rate.**	☑ YES	☐ NO	5
If you were placed on hold, how long did you have to wait (in seconds)?	**38**	Seconds	
Did this person offer directions or additional information?	☑ YES	☐ NO	
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).			5

Comments: The phone was answered in four rings. Xena was extremely customer friendly. She apologized for putting me on hold and was very helpful in explaining directions to the club. She even offered to tell me about their evening special.

FACILITY EVALUATION			RATING (1-5):
Rate the exterior appearance of the facility (cleanliness, maintenance, and landscaping)			3
Rate the interior appearance of the facility (cleanliness, maintenance, etc.)			4
Rate the atmosphere (décor, lighting, temperature, music, etc.)			4
Rate the condition and cleanliness of the public restrooms	☐ Men's ☑ Women's		2
Was your table clean and attractive including chairs, utensils, condiments, etc.?	☐ YES	☑ NO	
Was the floor and carpet clean and free of stains?	☑ YES	☐ NO	

Comments: There were cigarette butts and litter around the front entrance. The inside décor was very nice and comfortable! The restroom didn't have any toilet paper in one stall. There were food stains on the salt and pepper shakers.

SERVICE			RATING (1-5):
Server's name: **BRUNO**			
Description (sex, height, hair color, other): **Male, 5'4", blonde hair, handlebar moustache, and braces**			
Rate the overall performance of the server (consider courtesy, accuracy and helpfulness).			5
Were you quickly greeted upon arrival and made to feel welcome?	☑ YES	☐ NO	
Was the server wearing a uniform with a name tag? Was it neat and clean?	☑ YES	☐ NO	
Did the server provide friendly and helpful service? **Please rate.**	☑ YES	☐ NO	5
Were the menus clean and in good condition?	☐ YES	☑ NO	
Was your server knowledgeable of the menu and specials (if any)? **Please rate.**	☑ YES	☐ NO	5
Did the server provide any menu selection suggestions (appetizer, dessert, etc.)?	☑ YES	☐ NO	
How long did it take for your drinks to arrive after ordering?	**4**	Minutes	
How long did it take for your entrees to arrive after ordering?	**13**	Minutes	
Was your food the appropriate temperature upon arrival?	☑ YES	☐ NO	
Was your table and others around you properly bussed?	☑ YES	☐ NO	
Were after meal drinks suggested by the server?	☑ YES	☐ NO	
Was your guest check accurate?	☑ YES	☐ NO	

SERVICE (CONT.)

Did the anyone from the staff check your club membership?	☐ YES	☑ NO
Did you observe a manager? Did he/she appear to be involved in running the restaurant?	☐ YES	☑ NO
Did anyone from the staff thank you for coming?	☑ YES	☐ NO

Comments: Bruno was excellent! He smiled and clearly explained the specials. He recommended the salmon which was very good. The salad plate was very warm. There were food stains on the menu. The service timing was perfect, the meals came at the right time. We were not asked about membership. I didn't see a manager.

BAR/LOUNGE AREA   RATING (1-5):

Name of your bartender / server:	HERCULES		
Description (sex, height, hair color, other): Male, 6'6", brown hair, muscular build, Caucasian features			
Rate the overall performance of the server (consider courtesy, accuracy and helpfulness).			3
Were you quickly greeted by the bartender/server?		☐ YES	☑ NO
Was the bartender / server wearing a uniform with a name tag? Was it neat and clean?		☐ YES	☑ NO
Did the bartender / server smile and make eye contact?		☑ YES	☐ NO
Did the bartender / server ask to see any identification?		☑ YES	☐ NO
Was your bartender / server knowledgeable of drink types and the bar menu?		☑ YES	☐ NO
Did the bartender / server make any suggestions (drink, appetizer, etc.)?		☐ YES	☑ NO
Was the bar / lounge area clean?		☑ YES	☐ NO
Did you receive your drink(s) in a timely manner?		☑ YES	☐ NO
Was your bar bill accurate?		☑ YES	☐ NO

Comments: I had to wait 5 minutes to be greeted. The bartender was not wearing a nametag. The specialty drink was well made. Hercules didn't suggest any drinks or food. The bar was very inviting and comfortable. I suggest the bar sell Bitburger Beer if possible (a lot of people have been stationed in Germany).

OVERALL RATINGS (Rate on a 5-point scale: 1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding.)

Rate the food quality		5
Rate the overall quality of service provided by the staff		4
Rate the perceived value for the dollar		4
Rate the overall cleanliness		2
Rate the overall Officer's Club experience		4
Based on THIS experience, would you return?	☑ YES ☐ NO	

Overall comments: The dirty menu and salt and pepper shakers took away from a generally clean facility. It would be nice to see more healthy choice items on the menu. Thanks!

MYSTERY SHOPPER EVALUATION FORM – LODGING

Shopper:	**Name or Shopper #**	Arrive Time:	**16:45**	Arrive Date:	**06-Aug-98**	Day:	**Thursday**
Room #:	**4212 Bldg 833**	Depart Time:	**8:00**	Depart Date:	**07-Aug-98**	Cost:	**$11.00**

All ratings are based on a 5-point scale: **1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding**.

Write comments explaining all ratings **2 or lower** and all **NO** answers. Write on back if necessary.

RESERVATIONS / PRE-VISIT CALL   RATING (1-5):

Was the phone answered in three rings?	☑YES ☐NO	
Did the employee answering the phone identify himself/herself voluntarily?	☐YES ☑NO	
Name of employee answering the phone: **RACHAEL**		
Did this person identify their work center (i.e. front desk or reservations)?	☑YES ☐NO	
Did this person have a friendly demeanor and extend a greeting? **Please rate.**	☑YES ☐NO	3
Were directions or additional information offered?	☐YES ☑NO	
If you were placed on hold, how long did you have to wait (in seconds)?	270 Seconds	
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		3

Comments: When calling reservations, I was put on hold for 4 1/2 minutes. No additional info was offered by Rachael. I had to ask directions to the lodging and when I needed to check-in by.

FACILITY EVALUATION   RATING (1-5):

Rate the exterior appearance of the facility (cleanliness, maintenance, and landscaping)		4
Rate the interior appearance of lobby, hallways, and stairwells (cleanliness, maintenance, etc.)		2
Rate the lobby atmosphere (décor, lighting, temperature, seating, etc.)		3
Rate the condition and cleanliness of the public restrooms ☑Men's ☐Women's		4
Was the laundry room convenient, clean, and comfortable, with folding table and hanging rack?	☐YES ☑NO	
Were the ice machines conveniently located and in good working order?	☑YES ☐NO	
Were the parking areas clean with adequate lighting?	☑YES ☐NO	
Were directional signs to your room attractive and easy to follow?	☑YES ☐NO	

Comments: The hallway was dark with no wall art. The hallway carpets were very stained and old. There was a lot of dirt and discarded laundry boxes behind the washer. One set of machines is not adequate for 40 rooms. The automatic door to the lobby was not working making it difficult to enter and leave.

CHECK-IN / CHECK-OUT   RATING (1-5):

Name of front desk employee who checked you in: REGGIE		
Description (sex, height, hair color, approx age): Male, 6'1", dark brown hair, around 30 yrs old, glasses		
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		3
Did the clerk ask if you needed any information about the base or local area?	☐YES ☑NO	
Name of front desk employee who checked you out: GRETA		
Description (sex, height, hair color, approx age): Female, 5'3", redish brown shoulder length hair, 26 yrs old, freckles		
Rate the overall performance of this employee (consider courtesy, accuracy and helpfulness).		5
Was your bill accurate?	☑YES ☐NO	
Were you quickly greeted upon arrival at the front desk each time and made to feel welcome?	☑YES ☐NO	
Were staff members in proper uniforms with nametags? Were they neat and clean?	☐YES ☑NO	
Did the clerk(s) provide friendly and helpful service? **Please rate.**	☑YES ☐NO	4
Were staff members knowledgeable about their jobs, the base and local area? **Please rate.**	☑YES ☐NO	3
Was the check-in/out process quick and efficient? (1 min. for check-in, 3 min. for check-out)	☑YES ☐NO	

Comments: Reggie didn't ask if I needed any information about the base or local area. He and another employee weren't wearing nametags. Greta was very nice and courtious. She asked how my stay was and smiled a lot. There were several customers and phone calls and she handled it very well!

HOUSEKEEPING

Was the carpet clean and free of stains and wear marks?	☑ YES ☐ NO
Was the furniture, counters, ledges, etc. free of dust?	☑ YES ☐ NO
Was the bathroom clean? Did it smell fresh? Was the toilet clean inside and out?	☑ YES ☐ NO
Was the shower / bathtub clean? (free of soap scum and mold? clean shower curtain, etc.?)	☐ YES ☑ NO
Were the sink and vanity/mirrors clean? (including soap dish and counter if applicable)	☑ YES ☐ NO
Were the microwave and refrigerator clean? (Check the inside door and ceiling.)	☐ YES ☑ NO
Were the towels (two sets) and linens clean and in good condition?	☐ YES ☑ NO
Was the bed well made?	☑ YES ☐ NO
Were amenities provided? (Shampoo with conditioner, mouthwash, lotion and shoe mitt.)	☑ YES ☐ NO
Were quality brand facial and toilet tissue provided? (2 ply is standard)	☑ YES ☐ NO
Were deodorant soap and facial soap provided? (Quality commercial product, 1.25 oz.)	☑ YES ☐ NO
Was the housekeeper wearing a uniform with a name tag? Was it neat and clean?	☑ YES ☐ NO
Name of your housekeeper: SAMANTHA	
Rate the performance of your housekeeper (room cleanliness, stocking, and courtesy)	RATING (1-5): 2

Comments: Soap dish was rusty. Shower has mold in the corners. Shower curtain has a lot of mold stains. Microwave was dirty on the inside of the door and ceiling. No lotion or shoe mitt was provided. There was dust on the plants and pictures. There was dirt in the chair cushion. There is a 2' tear in the room's ceiling cover.
My spouse stayed with me, but there was only one set of towels in the room.

ROOM REQUIREMENTS

Was the guest information book in good condition?	☐ YES ☑ NO
Did the guest information book provide useful and accurate information?	☐ YES ☑ NO
Were the TV, remote control, VCR, phone and clock radio working properly?	☑ YES ☐ NO
Were clear instructions provided to operate all equipment in the room?	☑ YES ☐ NO
Was there an iron and ironing board provided and in good condition?	☑ YES ☐ NO
Were ten hangers provided? Were at least 4 of them skirt hangers?	☑ YES ☐ NO
Did the room have adequate lighting?	☑ YES ☐ NO
Was everything in your room in working order?	☑ YES ☐ NO
Did the furnishings and décor compliment each other?	☑ YES ☐ NO
Were the furnishings in good condition and well placed?	☐ YES ☑ NO
Were the drapes in good condition? Did they block all outside light when closed?	☑ YES ☐ NO
Were there working light bulbs in every lamp including 3-way bulbs in 3-way lamps?	☑ YES ☐ NO
Was the room air quality good? Did the bathroom exhaust fan work properly?	☑ YES ☐ NO
Were the spare blankets and pillows wrapped in plastic?	☐ YES ☑ NO
Was the room stocked with resale items? Was it a good selection?	☑ YES ☐ NO

Comments (including resale suggestions): There were food stains in the information book. Community Center no longer at Kitthawk Center. The furniture and décor are old, worn, and dark. Spare blanket not wrapped in plastic. A gin bottle was already open and filled with water. I would prefer bottled juice over the cans.

OVERALL RATINGS (Rate on a 5-point scale: 1=Poor, 2=Fair, 3=Satisfactory, 4=Good, 5=Outstanding.)

Rate the overall room quality	3
Rate the overall quality of service provided by the lodging staff	4
Rate the perceived value for the dollar	4
Rate the overall cleanliness	2
Rate your overall lodging experience	4
Based on THIS experience, would you return?	☑ YES ☐ NO

Overall comments: There is a large wet area in front of the refrigerator on the floor. The bed had two pillows one was too large and the other was too small -- very uncomfortable, and the bed looked lopsided when made.

APPENDIX L: Mystery Shopper Demographic Survey

Mystery Shopper Demographic Survey

Please complete the following questions as accurately and completely as possible so we can match your customer profile with the right Services' activities to assign mystery shops. The information you provide will be used solely for the Services' Mystery Shopping program and will be destroyed when you leave the program. All information provided will be kept confidential and used in accordance with the Privacy Act of 1974.

Last Name:_____   First Name:_____   Grade/Rank:_____

Address:_____ City:_____ St:_____ Zip:_____

Home Phone: (   ) _____ Work Phone: (   ) _____ Contact you at work? Y / N

Complete E-mail address: _____ Office Symbol:_____

Category (check all that apply):
- ☐ Officer   ☐ Enlisted   ☐ Contractor ☐ Reservist ☐Other:_____
- ☐ DOD Civilian   ☐ Retiree   ☐ Family Member - Sponsor's Category?:_____

Age Category: ☐ Under 21 ☐ 22 – 35   ☐ 36-49   ☐ 50 and Over

Gender: ☐ Male   ☐ Female

Are You Married? Y / N   # of Children under 18 years old? (Please list their gender and ages): _____

Please check the days and times that you would **normally** be available to perform mystery shopping:
Monday – Friday: ☐ Mornings (Breakfast) ☐ Mid-Day (Lunch) ☐ Evenings (Dinner)
Saturday – Sunday: ☐ Mornings (Breakfast) ☐ Mid-Day (Lunch) ☐ Evenings (Dinner)

Are you available to stay overnight in Lodging? Y / N

Please check the Services activities you have used during the past year or are <u>interested</u> in using.

☐ Skills Development Center	☐ Enlisted Club	☐ Lodging
☐ Auto Skills Center	☐ Flywright Club	☐ Civilian Recreation
☐ Prairie Trace Golf Course (Military)	☐ Officer's Club	☐ Rod and Gun Club
☐ Twin Base Golf Course (Civilian)	☐ Pitsenbarger Dining Facility	☐ Aero Club
☐ New Horizon Child Dev. Center (CDC)	☐ Kittyhawk Bowling Center	☐ Dodge Gym
☐ Kittyhawk CDC	☐ Outdoor Recreation	☐ Hilltop Gym
☐ Page Manor CDC	☐ Library	☐ Jarvis Gym
☐ Wright Care CDC	☐ Veterinary Clinic	☐ Wright Field Fitness (Hangar 6)
☐ Tots In Blue	☐ Information, Ticket and Tours	☐ Health Club A
☐ Preschool (on base)	☐ Riding Club	☐ Health Club B
☐ Youth Center	☐ Tennis Club	☐ Aquatics
☐ Community Activity Center	☐ Human Resource Office	☐ Recycling Center

☐ Base Restaurants (please list the locations you frequent the most): _____

Please list the activities you are a member of (i.e. Officers' Club, Health Club A, Aero Club, etc.):

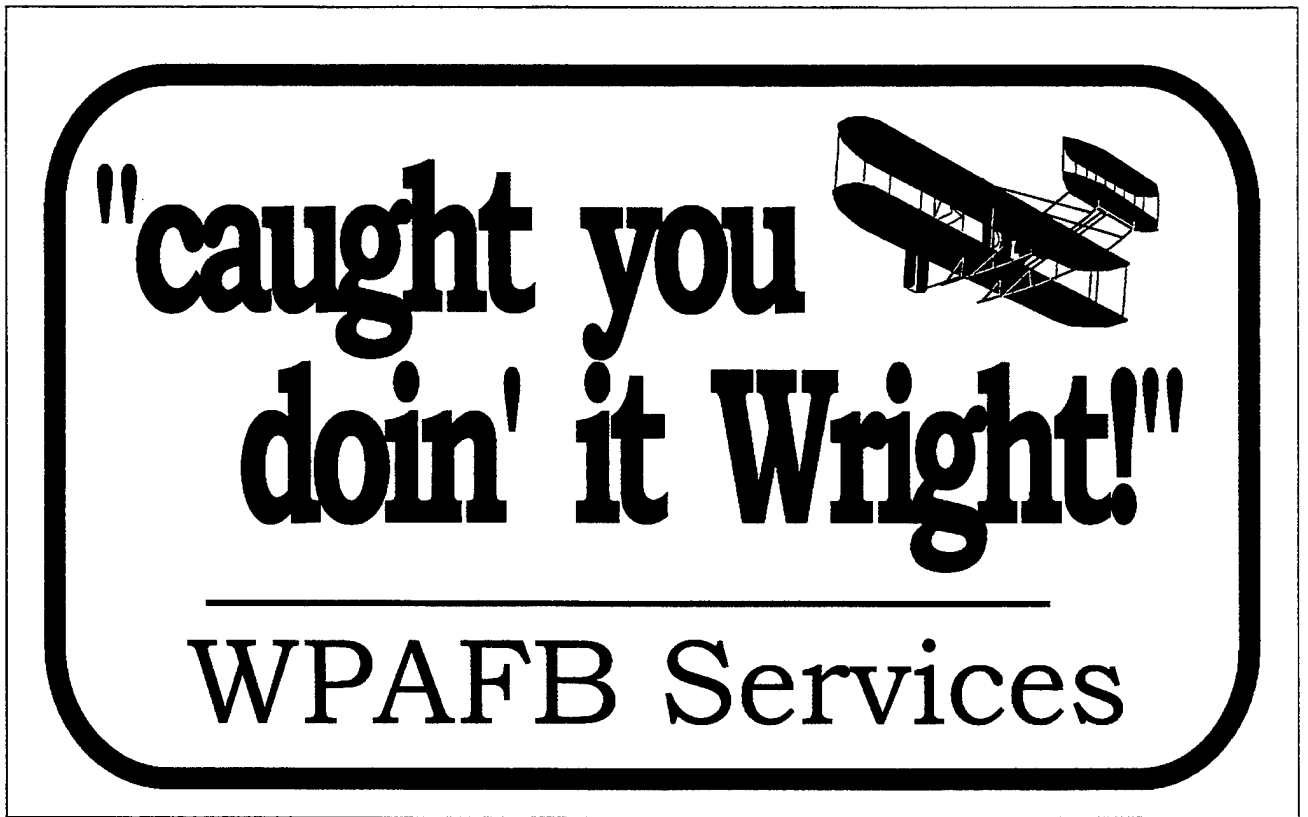Do you have any previous mystery shopping experience? Y / N (If yes, please describe briefly)

APPENDIX M: Mystery Shopper Database

Mystery Shopper Database

Shopper Number	Shopper Name	Primary Category	Primary Grade	Secondary Category	Secondary Grade	Age Category	Gender	Married?	# Children Under 18	Mon-Fri Availability	Sat-Sun Availability	Stay in Lodging?
220	Roe, James	DOD Civilian	GS-13	Ret Officer	Lt Col	50 & Over	Male	Yes	0	Mid-Day & Eve	Mid-Day & Eve	No
221	Ayoub, Charlotte	Fam Member				22-35	Female	Yes	0	Mid-Day	Mid-Day	No
222	Ahlborn, John	Ret Officer	Colonel			50 & Over	Male	Yes	0	Morn & Mid-Day	None	Yes
223	Murphy, Judith	DOD Civilian	GS-09	Fam Member		36-49	Female	Yes	0	All	All	
224	Rucker, Marion	DOD Civilian	GS-09			36-49	Female	Yes	0	Mid-Day & Eve	All	Yes
225	Shapiro, Patricia	DOD Civilian	GS-11			50 & Over	Female	No	0	Mid-Day & Eve	None	Yes
226	Pfister, David	DOD Civilian	GS-13			36-49	Male	No	2	All	Morn & Mid-Day	Yes
227	Rose, Karen	DOD Civilian	GS-06			36-49	Female	No	0	All	Mornings	Yes
228	Welty, Julie	DOD Civilian	GS-05			36-49	Female	Yes	0	All	Morn & Mid-Day	Yes
229	Rudd, Linda	DOD Civilian	GS-05			50 & Over	Female	Yes	0	Mid-Day & Eve	Mid-Day & Eve	No
230	Cavagnaro, Carol	DOD Civilian	GS-05			50 & Over	Female	Yes	0	Mid-Day & Eve	Mid-Day & Eve	Yes
231	Norman, Cheryl	DOD Civilian	GS-09			50 & Over	Female	No	0	Mid-Day & Eve	Evening	No
232	Greene, Sonya	DOD Civilian	NF-III	Fam Member		36-49	Female	Yes	2	Evening	All	Yes
233	Gregory, John	Res Enlisted	E-6	DOD Civilian	GS-09	36-49	Male	Yes	0	All	All	Yes
234	Strickland, Tommie	DOD Civilian	GS-05	Fam Member		36-49	Female	Yes	0	Mid-Day & Eve	All	Yes
235	Schmidt, Donnette	Fam Member				36-49	Female	Yes	2	Morn & Mid-Day	None	Yes
236	Smith, Kerry	Fam Member				22-35	Female	Yes	2	Evening	All	Yes
237	Williams, Jeanette	DOD Civilian	GS-05			36-49	Female	No	2	All	All	Yes
238	Bender, Deanne	AD Officer	Lt Col			36-49	Female	Yes	0	All	All	No
239	Wentworth, Joanna	Fam Member				50 & Over	Female	Yes	0	All	None	Yes
240	Weaver, Monetta	AD Enlisted	E-7			22-35	Female	No	0	Mid-Day & Eve	Mid-Day	Yes
241	Burt, Susan											
242	Petergal, Sally	DOD Civilian	GS-11			36-49	Female	Yes	2	Mid-Day & Eve	Mid-Day & Eve	Yes
243	Chambers, Jackie											
244	Mailes, Dana											
245	Wallace, Anne-Marie	DOD Civilian	GS-12			22-35	Female	Yes	0	Mid-Day		Yes
246	Jackson, Kim	DOD Civilian	GS-13			36-49	Female	Yes	2	Evening	Evening	Yes
247	Stone, Lisa											
248	Miklasevich, James	Ret Officer	Major			36-49	Male	Yes	3	Evening	Mornings	No
249	Hatcher, Edgar	AD Officer	Lt Col									
250	Weaver, LaTanya											
251	Torres, Louis											

Appendix M

Home Phone #	Work Phone#	Contact at Work?	E-Mail Address	Address	Notes/Comments/Restrictions
(937) 878-1010	(937) 257-2816	Yes	roej@erinet.com	240 Chatham Dr., OH 45324	O'Club and O'club fitness center member
(937) 847-2746	(937) 439-2268	Yes		8481 Towson Blvd, Miamisburg, OH, 45342	Need to determine sponsor's category
(937) 322-1958		No	mary.faith@mci2000.com	4985 New Carlisle Pike, OH, 45504	O'Club member, No bowling or golf
(937) 222-5830	(937)257-4383	Yes	jmurphy@erinet.com	PO Box 1333, Fairborn, OH, 45324	Health Club A member, Bowling, Golf
(937) 277-9220	(937) 257-7984	Yes	mlrucker@dmcd01.day.disa.mil	1611 Princeton Drive, OH, 45406	Lots of activities
(937) 878-1944	(937) 255-5354	Yes	shapirpl@?	328 N. Elm Ave, Fairborn, OH, 45324	HRO
(937) 845-1855	(937) 257-2072	Yes	dpfister@dmcd01.day.disa.mil	1055 Bischoff Rd, New Carlisle, OH, 45344	
(937) 864-2922	(937) 255-9697	Yes	karen.rose@jsf.wpafb.af.mil	125 Sunnybrook Trail, Enon, OH, 45323	
(937) 857-9569	(937) 257-5394	Yes	weltyja@?	PO Box 325, Christiansburg, OH, 45389	Aero Club, Rod and Gun, All fitness - Yes
(937) 864-2542	(937) 257-2201	Yes	linda.rudd@wrigem.wpafb.af.mil	1135 Meadow Lark Dr., OH, 45323	O'Club Member
(513) 748-9979	(937) 255-5106		lucasce@?	205 Pine Cone Ln, Springboro, OH, 45066	
(937) 426-9873	(937) 656-4142	Yes	cano@toast.net	3142 Kerry Dr., Beavercreek, OH, 45434	
(937) 236-1390	(937) 257-8220	Yes	sonya.greene@88abw.wpafb.af.mil	6204 Avian Glen Cir., Dayton, OH, 45424	
(937) 427-1997	(937) 257-0400	Yes	tommielou@aol.com	1010 Grange Hall Rd, Beavercreek, Oh, 45430	Dining facility and lots of other activities
(937) 256-3458	(937) 257-0296	Yes	dschmidtrn@aol.com	307 Lynnhaven Dr., Dayton, OH, 45431	Lots of activities
(937) 436-7962				2351 Queensway Dr., miamisburg, OH, 45342	
(937) 669-5015			kasmith01@aol.com	6568 Charlesgate Rd., Huber Heights, OH, 45424	O'Club, OWC, Fitness
(937) 384-0480	(937) 656-0226			8063 Byers Rd., Miamisburg, OH, 45342	Lots of activities
(937) 873-8428	(937) 257-7716	Yes	benderd@wpgate1.wpafb.af.mil	1229 Sunset Dr., Fairborn, OH, 45324	
(937) 848-6710				1538 Gunther Ct, Belbrook, OH, 45305	Lots of activities
(937) 754-1196	(937) 257-6130	Yes	mweaver@meade-dcs.army.mil	50 Old Yellow Springs Rd, #4, Fairborn, OH, 45324	
(210)495-3483	(210)652-4045	Yes		16915 Turkey Point, San Antonio, TX 78232	Previous shopping experience
				PSC 37 Box 649, APO AE 09459	O'Club
(937) 864-2310	(937) 257-2915	Yes	kim.jackson@88abw.wpafb.af.mil	3936 New York Dr., Eron, OH 45323	Skills, O'Club, Bowling
(937) 233-4971	865-6800 ext 8	Yes	mickmten@aol.com	4835 Strathaven Drive, Dayton, OH 45424	O'Club, Previous shopping experience

APPENDIX N; Recognition Lapel Pin Design

actual size

"caught you
doin' it Wright!"
WPAFB Services

5/8 inch

"caught you
doin' it Wright!"
WPAFB Services

1 inch

APPENDIX O: Mystery Shopping Advertising Poster – For Employees

APPENDIX P: Mystery Shopping Results Database

MYSTERY SHOPPING RESULTS DATABASE

Location	Date of Shop Completion	Time of Shop (Start)	Shopper Number	Phone Answered In 3 rings?	Employee Identify themselves?	Identify Activity Name?	Employee Demeanor and Greeting	Offer Additional Information?	Exterior Facility Appearance	Interior Facility Appearance	Atmosphere
Bowling Center	14-Aug-98	17:00	232	Yes	Yes	Yes	5	Yes	4	5	5
Bowling Center	08-Sep-98	11:40	234	Yes	Yes	Yes	4	Yes	4	4	4
Canteen #13	24-Aug-98	11:30	225	Yes	Yes	Yes	4	Yes	4	4	2
Canteen #14	03-Sep-98	11:35	234	Yes	Yes	Yes	5	Yes	4	3	3
Canteen #14	21-Sep-98	11:15	230	Yes	No	Yes	5	Yes	5	3	
Canteen #16	03-Sep-98	11:45	235	Yes	Yes	Yes	5	Yes	5	2	2
Canteen #16	21-Sep-98	11:30	237	No	Yes	Yes		No	3	3	3
Canteen #17	03-Sep-98	12:50	236	No	Yes	Yes	5	No	3	4	3
Canteen #17	15-Sep-98	11:30	243	Yes	No	Yes		No	5	1	2
Canteen #2	27-Aug-98	11:30	221	No	Yes	Yes		Yes	5	5	5
Canteen #24	09-Sep-98	11:30	237	No	No	Yes	4	No	4	3	3
Canteen #24	22-Oct-98	8:50	238	Yes	No	Yes	4	Yes	3	4	4
Canteen #5	30-Aug-98	12:30	226	No	Yes	Yes		Yes	5	4	5
Canteen #7	21-Aug-98	11:40	227	Yes	Yes	Yes		No	5	5	4
Canteen #7	16-Sep-98	11:55	244	Yes	No	Yes	3	No	3	4	4
Flywright Club	04-Sep-98	12:10	238	Yes	Yes	Yes	4	Yes	3	4	4
Flywright Club	15-Sep-98	11:30	245	Yes	Yes	Yes	5	No	3	3	3
Lodging	22-Aug-98	16:20	227	No	Yes	Yes	4	No	4	3	4
Lodging	27-Aug-98	15:10	224	Yes	Yes	Yes	5	Yes	4	4	4
Lodging	06-Sep-98	22:30	233	Yes	Yes	Yes	3	No	3	3	4
Lodging	09-Sep-98	17:50	240	Yes	Yes	Yes	5	Yes	5	5	5
Lodging	05-Oct-98	13:40	250	Yes	Yes	Yes	5	No	4	3	4
Lodging	05-Oct-98		249	Yes	Yes	Yes	5	No	4	3	3
Lodging	10-Oct-98	16:54	237	Yes	Yes	Yes	5	No	4	4	4
Officers' Club	21-Aug-98	12:15	222	Yes	No	Yes	5	Yes	5	5	5
Officers' Club	22-Aug-98	18:30	220	Yes	No	Yes	4	No	4	5	3
Officers' Club	08-Sep-98	18:30	236	Yes	No	Yes	5	No	5	5	4
Officers' Club	16-Sep-98	12:05	241	Yes	No	Yes	3	Yes	4	4	4
Pitzenbarger	08-Sep-98	7:00	233	Yes	Yes	Yes	4	Yes	4	5	4
Pitzenbarger	08-Sep-98	12:15	240	Yes	Yes	Yes	4	Yes	5	5	5
Prairie Trace	26-Aug-98	11:30	228	Yes	Yes	Yes	5	Yes	5	4	3
Prairie Trace	07-Oct-98	11:45	240	Yes	Yes	Yes	5	Yes	5	3	4
Restaurant #1	27-Aug-98	6:35	224	Yes	Yes	Yes	5	Yes	4	4	4
Restaurant #1	27-Aug-98	11:45	231	Yes	Yes	Yes	3	No	5	5	5
Restaurant #1	04-Sep-98	7:00	237	Yes	Yes	Yes	5	Yes	4	4	4
Restaurant #1	15-Sep-98	11:30	242	Yes	No	Yes	4	Yes	4	3	4
Restaurant #2	24-Aug-98	11:10	229	Yes	Yes	Yes	3	Yes	4	3	5
Restaurant #2	25-Aug-98	8:25	223	Yes	No	Yes	5	No	5	5	5
Restaurant #2	09-Sep-98	8:40	226	Yes	Yes	Yes	3	Yes	5	4	4
Restaurant #3	25-Aug-98	11:00	230	Yes	No	Yes		Yes	5	4	4
Restaurant #3	08-Sep-98	9:00	238	Yes	No	Yes		Yes	5	4	3
Restaurant #3	06-Oct-98	11:25	237	Yes	Yes	Yes	3	No	5	5	4
Twin Base	02-Sep-98	12:00	235	Yes	Yes	Yes	4	Yes	5	5	4

Average rating or Percentage of "Yes" responses: 86% 67% 100% 4.31 57% 4.28 3.91 3.93

Appendix P

Public Restroom Cleanliness	Quickly Greeted?	Uniform and Nametag?	Friendly Helpful Service	Employee Knowledge	Accurate Bill?	Overall Product Quality	Overall Service Quality	Perceived Value	Overall Cleanliness	Overall Experience	Return Based on Experience?
4	Yes	No	5		Yes	4	5	5	5	5	Yes
4	Yes	No	5	4	Yes	4	4	4	4	4	Yes
2	No	Yes	3	3	Yes	4	3	3	4	3	Yes
	Yes	No	2	2	No	3	2	3	3	2	No
5	Yes	No	5	5	Yes	3	5	3	4	4	No
4	Yes	No	4	5	No	4	4	4	3	4	Yes
3	Yes	Yes	4	5	Yes	4	4	4	4		No
2	Yes	No	5	5	Yes	4	5	4	4	4	Yes
4	No	No	4	2	No	1	1	2	2	1	No
	Yes	No	5	5	Yes	5	5	5	5	5	Yes
4	Yes	Yes	4	4	Yes	4	4	4	4	4	No
4	No	Yes	4	4	Yes	4	4	3	4	4	Yes
4	Yes	No		5	Yes	4	5	4	5		Yes
3	No	Yes	3	3	Yes	3	3	2	5	3	No
4	No	Yes	4	4	Yes	3	4	4	4	3	Yes
4	Yes	No	3	2	Yes	5	3	4	4	4	No
4	Yes	No	4	3	Yes	3	4	5	3	3	Yes
2	Yes	Yes	5	5	Yes	3	5	3	3	3	Yes
4	Yes	No	5	5	Yes	5	5	5	5	5	Yes
5	No	No	3	3	Yes	4	4	5	5	5	Yes
4	Yes	Yes	4	4	Yes	4	5	4	5	4	Yes
5	No	Yes	5	4	Yes	3	4	5	4	3	Yes
4	Yes	No	5	5	Yes	5	4	5	4	4	Yes
5	Yes	Yes	5	5	Yes	5	4	5	2	5	Yes
5	No	No	1	1	Yes	5	1	4	5	5	No
5	No	Yes	5		No	5	4	5	5	5	Yes
5	Yes	Yes		4	Yes	4	4	3	5	5	Yes
5	Yes	No	4	4	Yes	4	4	4	4	4	Yes
2	Yes	No	5	5	Yes	5	3	5	3	3	Yes
	Yes	Yes	5	5	No	5	5	5	4	4	Yes
4	Yes	Yes	4	4	Yes	4	4	3	4	5	Yes
2	No	Yes	3	3	No	3	3	3	2	4	Yes
	Yes	No	4	5	Yes	3	4	5	3	3	Yes
5	Yes	No	5	5	Yes	5	5	5	5	4	Yes
4	Yes	No	5	5	Yes	4	4	5	4	5	Yes
4	No	Yes	3	5	No	4	2	3	4	3	No
	No	No	4	4	Yes	4	4	3	4	4	Yes
5	Yes	No	5	4	Yes	4	5	5	5	5	Yes
3.94	67%	45%	4.13	4.08	88%	3.91	3.93	4.09	4.05	3.95	79%

APPENDIX Q: Mystery Shopping Program Critique

THE
MYSTERY

Short..Mystery Shopping Program Critique

The 88th Services Division Mystery Shopping program has recently been developed. I am working on this project for part of my Master Degree requirements at Purdue University. Complete this form and return it to the Services Marketing Department with your completed mystery shopping evaluation form. Your detailed answers and suggestions will be used to improve the program for the future and help a struggling student graduate ☺. Thank you.

Justin W. Hall, Capt, USAF
Graduate Student, Purdue University

1. Was the training information effective in preparing you to mystery shop? Yes / No
2. Did the training techniques help you learn the information? Yes / No
3. What would you suggest be changed about the class?

4. Were the shopping instructions useful and easy to follow? Yes / No
5. What would make the instructions easier to follow and more useful?

6. Were the evaluation forms effective for the shop? Yes / No
7. What would make the evaluation forms better?

8. Was the Services Guide to Mystery Shopping a useful reference? Yes / No
9. What would you suggest to improve the Guide?

10. Has this program positively affected your opinion of the 88th Services Division? Yes / No

Thanks for your feedback!

APPENDIX R: Telephone Survey Results

Appendix R

TELEPHONE SURVEY RESULTS -- RESTAURANTS

	Bob Evan's Restaurants	Applebee's International Inc.	Au Bon Pain Co. Inc.	Old Country Buffets	Shoney's Inc
Internal vs. External	External contractor	External contractor. Consumer service index (CSI) program.	Internal quality assurance program (no longer called a mystery shopping program). Disbanded old program	External contractor	Internal program
Recruiting Shoppers	Completed by contractor	Selects every 30th customer using POS system.	Internal employees	Completed by contractor	Business cards left by customers and through their web site.
Training Shoppers	Contractor hires experienced shoppers and trains them specifically on Bob Evan's restaurants.	No	No training, shoppers are usually managers.	Company didn't know	Yes, by sending them detailed instructions through the mail with the evaluation form.
Questionnaires tailored to company?	Yes, entire questionnaire is for Bob Evans.	Yes, they have 14 questions that customers answer over a 1-800 number within 3 days of the visit. These are changed periodically to measure different areas and programs.	Yes, standard checklist.	Yes	Yes
Areas of Evaluation	Customer service is primary. Small emphasis on food and facilities. Greeting timeliness and cleanliness all important. Problem areas are weighted heavier.	Unclear. Weighted on importance of areas. Clean restrooms don't bring customers back, but dirty ones will keep them away.		Service quality and sanitation	Customer service, sanitation, timeliness of service, quality of product and facility maintenance.
Frequency of Shops	Originally 4 times per month, then 3 times, now all units are shopped on the 1st month of every year, then 50% are shopped 3 times the next month and the other 50% once etc	Every 30th customer. They collected 300,000 random surveys last year for entire system.		Was 4 per month, now 2 per month. Times are selected at random. Reduced frequency because they felt program could be maintained with less shops.	Once per week. Each meal is shopped at least once per month. Shopper chooses which meal to repeat during 4th week.
Costs per Shop	Didn't say. It did vary based on contract size and the meal that was shopped. A maximum limit was set.	$3.00 for the customer. A higher amount did not increase response significantly. Unknown costs for program. Estimates the program costs the same as a regular mystery shopping program.		Unknown program costs.	At Shoney's $7.50 before 3:00 p.m. and $10.00 after. $7.50 for all Capt D's shops.

Survey conducted 25 May - 5 June 1998

Appendix R

	Bob Evan's Restaurants	Applebee's International Inc.	Au Bon Pain Co. Inc.	Old Country Buffets	Shoney's Inc
Recognition Program	Yes, tracks monthly results. All employees are rewarded if the units scores 100% on 10 of 26 annual shops. Well received.	No	No	Yes, units that performed well were recognized. Employee awards vary and are handled through regional managers.	No. Reports are sent directly to the store. Stores handle recognition separately.
Problems Encountered	Reports on time. After 14 days they don't pay for the shop. Shoppers understanding new questions. They also want high shopper turn-over to get fresh feedback.	No recognition program is the biggest downfall of CSI.		Original set-up of the program was difficult, especially getting the data to transfer between the contractor and the company.	Problems measuring timing of service. Company sometimes question if shop was actually completed at all.
Other Comments	Clear standards made the difference. Measuring compliance instead of customer service. This is a large contract with 17,000 annual shops in 400 unit chain.	Statistically valid. Easy to adjust questions. Easy for customer. Misses out on specific comments.	Did not have time to discuss in detail.		

Survey conducted 25 May - 5 June 1998

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TELEPHONE SURVEY RESULTS -- HOTELS

	Marriott Residence Inn	Radisson Hotels Worldwide	Hyatt Hotels Corp.	Bass Hotels and Resorts	Promus Hotel Corp.
Internal vs. External	Internal (mystery caller program).	Internal (quality assurance program).	Internal (guest call-back program).	Internal (quality assurance program that conducts surprise visits).	Internal (quality assurance program that conducts surprise visits).
Recruiting Shoppers	One full time employee and program coordinator. Five additional contracted shoppers.	Hired a full-time "Guest Service Team" to complete unannounced evaluations.	Employees call customers to ask about their experience.	Full-time employees	Full-time employees
Training Shoppers	Hands on training by listening to callers and tapes. They usually have lodging experience. They sometimes visit the properties to get a feel for them.	Specialized training for evaluators	No	8-9 week training program. Consists mostly of following other experienced evaluators.	
Questionnaires tailored to company?	Yes. Mostly objective questions. Written comments do not effect overall scoring process.	Yes	Yes	Yes	Yes
Areas of Evaluation	Questions are divided between phone skills and sales skills. Number of rings, "phone smile", transfers, holds etc. Correct rate quotes, if the right questions are asked of the customer by employee.	Facility condition is a big area as well as customer service such as ease of check-in.	They ask 14 questions that include customer service, sanitation, timeliness of service, product quality, and facility maintenance.	Guest areas are a top priority (front desk, lobby, guest rooms). The other areas such as meeting rooms and storage areas are less important.	Training is big; the hotel can fail the entire inspection. Fire and safety are also important and facility maintenance such as worn carpet etc.
Frequency of Shops	Once per week during different shifts. The shopper will pose as either a weekend, corporate, or extended stay guest to test different responses.	Twice per year. Expected to increase soon.	The entire chain is shopped 80,000 times per year. The guest responds 80% of the time they are called.	Depends. For good properties usually once per year. If a property is having trouble then it can be 3-4 times per year.	Once every 6 months. If a property fails then a follow-up is conducted within 90 days.
Costs per Shop	Each caller is paid $3.10 per call. Shoppers generally average 250 calls per month.	Not quantifiable yet. Program is very new.	There is no compensation for the guest. Unknown program costs.	Unknown program costs.	

Survey conducted 25 May - 5 June 1998

Appendix R

	Marriott Residence Inn	Radisson Hotels Worldwide	Hyatt Hotels Corp.	Bass Hotels and Resorts	Promus Hotel Corp.
Recognition Program	Yes. Individuals are rewarded by each hotel (heard about $50-$100 for 100% score). Units are recognized corporately for scoring 90% or better. 90% silver, 95% gold award.	Yes. Results are combined with customer comment cards to create Quality Performance Rating. Certain scores receive "President's Award" Winning Hotel" status. 120 out of 360 units awarded last year.	Yes, they track unsolicited comments about employees and reward them accordingly. There is no overall recognition for individual properties.	No. There might be awards at the property level, but nothing is done corporately.	No rewards for employees, but the hotel can receive an award if its Total Quality Index (TQI) score is high enough. The local GM is responsible for rewarding employees.
Problems Encountered	Centralized reservation center used by many hotels. A poor score by this center will reflect poorly on individual hotel.	Tougher standards has caused some properties to leave the system. It also make it tougher for new properties to join.		Consistency between evaluators is always a challenge.	Hotels not being prepared for the evaluation.
Other Comments	Program has been going for 6 years. Reports must be completed within 24-28 hours. Sent electronically. They want the program to be positive in the eyes of the employees.	The company's goal is total customer satisfaction. They are implementing a 100% satisfaction guarantee.		They are experimenting with announced inspections.	Embassy Suites and Doubletree properties receive a two-week notice before evaluations because it takes several days to complete the evaluation. Managers get immediate feedback at end of evaluation.

Survey conducted 25 May - 5 June 1998

TELEPHONE SURVEY RESULTS -- INDEPENDENT MYSTERY SHOPPING COMPANIES

	Feedback Plus	Guest Perception Inc.	BMA	Richey International	A Closer Look
Internal vs. External	N/A	N/A	N/A	N/A	N/A
Recruiting Shoppers	They contact friends, relatives, and people they know and trust to be good shoppers. Sometimes they put ads in the paper and conduct interviews. They sometimes cold-call people at their workplace to recruit.	Word of mouth, ads, web site	They use a lot of referrals, letters in the mail and their web site.	Word of mouth. They hire only full-time staff. Most have hotel executive management experience.	Referrals is the best method. They also recruit through their internet site.
Training Shoppers	They provide detailed instructions over the phone and also send written instructions that asks the shopper to completely read the forms and then call them with questions. The 1-800 # helps this process.	The shoppers are professionals in their field and don't require much direction. They are only provided client specific information. They basically use experienced shoppers.	Varies with client, trained mostly on the job usually through shopping experience. They send very detailed information in writing to the shoppers.	4-5 months training. They spend 1 week at a non-client property and then 3-4 months as an extra body on a regular shopping team. They use alias shopper names to prevent discovery.	They send prospective shoppers an instruction packet with an example of a shop. Most of the screening is done over the phone or through the internet.
Questionnaires tailored to company?	They offer suggestions to the client and then tailor it to the client's needs. They provide services like conducting focus groups and seminars etc.	Yes, the forms are all different based on the customer's needs.	Yes, everything is customized.	They use either or both. They have specialized software to run statistics on the data they gather.	Every client has its own database of questions.
Areas of Evaluation	Greeting (initial visit), thanks at the end, does the customer feel helped, and measuring the timing of service provided (amount of time to take drink order etc.).	Varies greatly between clients. Service is generally the main reason for shopping.	Greeting, how quickly and how well it is done. Politeness, name tags and cleanliness. They don't shop hotels.	Depends on each property and client. Cleanliness in Switzerland, speed in America (Marriott), Courtesy and friendliness at Disney.	Whatever is hot to the client. This includes customer service, sanitation, timeliness of service, quality of product, and facility maintenance.
Frequency of Shops	Most of their accounts including restaurants are shopped monthly. Trouble properties get shopped once per week. Hotels are shopped once per year, sometimes once every 6 months.	At least twice per month for restaurants (once for lunch and once for dinner). Four per month is optimum. Same for hotels.	Four total per month, ideally lunch and dinner on a weekend and a weekday during the month.	Hotels should be shopped quarterly to make an impact on the property, later it settles down to twice per year.	Recommends that a restaurant be shopped three times per month (one lunch and two dinners). Hotels from 1- 2 times per month.
Costs per Shop (Compensation for the shoppers)	Shoppers get a dinner for two or hotel stay for two up to a certain amount. Rarely do they pay more than this. They charge $20-$100 for restaurant shops. Price for hotel varies (no range given).	Usually they only pay the shoppers the free meal or hotel stay, sometimes they pay more depending on the client. Their charge to the client varies depending on the number of shops in the contract.	Compensation varies, most are $10-$12, $5-$8 for fast food. $10 per hour for unknown length shops. For the client, they start at $60 and then negotiate from there. Less for fast food.	Full time paid staff. They charge clients $2,000 for a two day hotel shop and $6,000 for a 5-day or longer shop.	Does not compensate more than free meal or hotel stay. They charge clients $40-$75 for restaurants (same for hotels). Price depends on volume of shops in contract.

Survey conducted 25 May - 5 June 1998

Appendix R

	Feedback Plus	Guest Perception Inc.	BMA	Richey International	A Closer Look
Recognition Program	They will assist companies with setting up a recognition program in conjunction with their mystery shopping program.	N/A	N/A	N/A	N/A
Problems Encountered	Shoppers not completing the shop on time or notifying them that shop can't be completed. These people are removed from system. Shoppers sometimes contradict their ratings on the forms.	Timeliness of reports and completing assignments. A few shoppers are discovered during the shop.	Most common is shoppers backing out of shops (10%). They don't contact the company to tell them. Shoppers are rarely noticed and the information is usually pretty good.	Political problems with foreign travel.	Getting shoppers to submit the form in a timely manner. Usually the shop is completed when it should but the form isn't completed quickly.
Other Comments	They have 7,000 shoppers. Many businesses will stop shopping to save money, or switch to a cheaper company, but often return to their service.	The competition is stiff. There are at least 400 other companies which adds pressure on price and service. It's easy to start a mystery shopper company, but it takes a lot of capital to land the big accounts.	They have 130,000 shoppers. They shop Long John Silvers and Denny's.	97% of their shops are hotels. They don't shop budget properties. They shop in 80 different countries. Their only restaurant client is Spaghetti House in London.	

APPENDIX S: Mystery Shopping Program Critique Consolidated Results

Mystery Shopping Program Critique Consolidated Results

Total Shops: 43   **Critiques completed:** 36   **Critiques with comments:** 23

Was the training information effective in preparing you to mystery shop? *35 "Yes" responses, 1 non-response*
- I thought it covered all of my questions (2)*
- Yes, but I don't think anything can truly prepare you except experience
- Excellent job, very informative (4)
- Help us understand the 88th Services better. Use the Services web page to explain where the shopping places will be. Give everyone the URL. This is a great opportunity to explain more about services.

Did the training techniques help you learn the information? *35 "Yes" responses, 1 non-response*
- Role play in training class how to get an employee's name
- It was enjoyable
- I thought the class was good and very helpful (5)
- Maybe bring in some experienced shoppers to the next class to share their experiences
- Better mixed group – I was the only guy and the only reservist

Were the shopping instructions useful and easy to follow? *36 "Yes" responses*
- Making the lodging reservation was difficult, need better instructions (2)
- The instructions were clear and straightforward (4)
- Can't think of anything – you did a great job (2)
- Make them more specific about the shop
- For the most part all of the questions did not apply – museum canteen
- 48 hours notice is insufficient time for a Friday night shop
- Number on the lodging form was DSN instead of commercial
- Lodging manager wasn't aware how the bill was going to be handled – created confusion

Were the evaluation forms effective for the shop? *36 "Yes" responses*
- Separate cleanliness from other standards. It's a double question, which could be half-correct and half-wrong at the same time.
- Evaluation forms should be modified to better fit snack bars instead of just restaurants
- Too many yes/no questions. For example did the employee have a friendly demeanor and extend a greeting. This is a double question. If the employee only did one of these then "No" would have to be checked and a comment written.
- They are great the way they are (4)
- Seemed a little more suitable for O'Club type facility
- Number each section – easier to refer to comments
- More specific – i.e. no waiters or servers at this facility – Flywright Club (2)
- For the most part all of the questions did not apply – museum canteen
- Except no restrooms to check – canteen #2
- At least one question on handicap access/facilities would be nice (and/or other impairments such as for old age).

* Number of repeat responses in parentheses

- O'Club lunch is a buffet, form is slanted toward dinner
- It would be helpful to get the forms on a disk so the responses could be typed (2)
- There was no server to greet me until I ordered from the food line
- The question "Were you quickly greeted upon arrival and made to feel welcome?" under "Service" could be left off or reworded. Maybe you could use, "Did the server take your order promptly?"
- Since the server on the line gave me the food as soon as I requested it, there was no wait to be served. Therefore, "How long did it take before you were served" could also be taken off or reworded. Maybe you could use, "Did you have to wait long in the food line before being served?"
- Add the time for the phone call
- Add the time for in/out bar and dining
- Add an evaluation of the web page information. This is a key source of information like the phone call.
- Some questions may be more informative with a rating too.

Was the Services Guide to Mystery Shopping a useful reference? *36 "Yes" responses*
- The guide is well organized and very useful! (6)
- Issue a small binder or folder to keep shop guides and other items together and organized
- Add the Services web URL and make the link easier to find on the public ASC and AFMC pages

Has this program positively affected your opinion of the 88th Services Division? *30 "Yes" responses, 6 non-responses*
- I never realized Services was involved in so many programs
- The fact that they care enough to bother with the program shows they care. This program is a big undertaking.
- Now I think they care, but I will wait for results
- I'm glad they're trying to have more friendly, helpful employees
- This is a great program for two reasons: 1. I will be going to places on base that I've never been. 2. The feedback can be used to reward employees and improve service
- It shows you are trying and that you not only want to provide good service, but that you want to reward your folks.

Other Comments:
- Spread the word on base
- Services Web page needs to be improved
- Suggest you put a few coupons on the web page (like you do with the cafeteria specials coupon for 25 cents off)

* Number of repeat responses in parentheses

APPENDIX T: Recognition Database

Recognition Database

Activity	Employee Name	Rating	Date	Time	Description (if applicable)
Bowling Center	Jessie Atwell	5	14-Aug-98	17:00	Short, medium weight, short blonde hair
Bowling Center	Linda Rolph	5	14-Aug-98	17:00	Employee Answering Telephone
Bowling Center	Steve Reynolds	5	14-Aug-98	17:00	Male
Bowling Center	Norma	4	8-Sep-98	11:40	Female, 5'3", Red hair
Bowling Center	Reginald	4	8-Sep-98	11:40	Male 5'10", black hair
Bowling Center	Steve	4	8-Sep-98	11:40	Employee Answering Telephone
Canteen #13	Shirley	3	24-Aug-98	11:30	Female, 5'2", Brown Hair
Canteen #13	Shirley	3	24-Aug-98	11:30	Female, 5'2", Brown Hair
Canteen #13	Shirley	3	24-Aug-98	11:30	Employee Answering Telephone
Canteen #14	Karen	2	3-Sep-98	11:35	Female, 5'4", brown hair
Canteen #14	Karen		3-Sep-98	11:35	Employee Answering Telephone
Canteen #14	Myrna	2	3-Sep-98	11:35	Female, 5'2", black hair
Canteen #14	Karen Carpenter	5	21-Sep-98	11:15	Female, 5'2" to 5'5", brown hair, nice smile
Canteen #14	Karen Carpenter	4	21-Sep-98	11:15	Female, 5'2" to 5'5", brown hair, nice smile
Canteen #14	Karen Carpenter	5	21-Sep-98	11:15	Employee Answering Telephone
Canteen #16	Joyce	4	3-Sep-98	11:45	Female, 5'5", blode, glasses
Canteen #16	Linda	4	3-Sep-98	11:45	Female, about 5', brown hair, glasses
Canteen #16	Linda Hocke	5	3-Sep-98	11:45	Employee Answering Telephone
Canteen #16	Linda	4	21-Sep-98	11:30	Female, dark hair, glasses
Canteen #16	Linda	5	21-Sep-98	11:30	Female, dark hair, glasses
Canteen #16	Linda		21-Sep-98	11:30	Employee Answering Telephone
Canteen #17	Lamun Anato	5	3-Sep-98	12:50	Female, 5'2", black hair, Asian
Canteen #17	Phyllis Vida	5	3-Sep-98	12:50	Female, 5', salt and pepper hair, glasses
Canteen #17	Phyllis Vida	5	3-Sep-98	12:50	Employee Answering Telephone
Canteen #17	Phyllis	3	15-Sep-98	11:30	Female, 5'2", Gray
Canteen #17	Phyllis	3	15-Sep-98	11:30	Female, 5'2", gray
Canteen #17	Phyllis		15-Sep-98	11:30	Employee Answering Telephone
Canteen #2	Answering Machine		27-Aug-98	11:30	Employee Answering Telephone
Canteen #2	Lisa Reed	5	27-Aug-98	11:30	White, female, very short light brown hair, glasses
Canteen #2	Lisa Reed	5	27-Aug-98	11:30	White, female, very short light brown hair, glasses
Canteen #24	Pat Pollard	4	9-Sep-98	11:30	Female, dark hair, glasses
Canteen #24	Pat Pollard (Manager)	4	9-Sep-98	11:30	Female, dark hair, glasses, short hair
Canteen #24			9-Sep-98	11:30	Employee Answering Telephone
Canteen #24	Pat	4	22-Oct-98	8:50	female 5'6" black hair
Canteen #24	Pat	4	22-Oct-98	8:50	female 5'6" black hair
Canteen #24	Pat	4	22-Oct-98	8:50	Employee Answering Telephone

Appendix T

Location	Name	Time	Date	#	Description
Canteen #5	Lisa Dobbyln	12:30	30-Aug-98	5	F, 5'9", blond, teal smock, visor
Canteen #5	No Server - help yourself canteen	12:30	30-Aug-98		
Canteen #5	Voice Mail	12:30	30-Aug-98		Employee Answering Telephone
Canteen #7	Lucille	11:40	21-Aug-98	3	Female, 5'5", Grey
Canteen #7	Lucille	11:40	21-Aug-98	3	Female, 5'5", Grey
Canteen #7	Lucille	11:40	21-Aug-98	3	Employee Answering Telephone
Canteen #7	Bobby	11:55	16-Sep-98	4	Older woman, short, dark brown hair
Canteen #7	Lucille Decker	11:55	16-Sep-98	3	Employee Answering Telephone
Canteen #7	Shelly	11:55	16-Sep-98	5	Young woman, dark hair
Flywright Club	Andy Ferguson	12:10	4-Sep-98	3	Male, dark brown curly hair
Flywright Club	Andy Ferguson	12:10	4-Sep-98	3	Male, dark brown curly hair
Flywright Club	Maggie	12:10	4-Sep-98	4	Employee Answering Telephone
Flywright Club	Pam	11:30	15-Sep-98	3	Female, 5'3", short hair
Flywright Club	Pam	11:30	15-Sep-98	3	Female, 5'3", short hair
Flywright Club		11:30	15-Sep-98	5	Employee Answering Telephone
Lodging	Betty Kelly	6:10	22-Aug-98	5	Female
Lodging	Linda Walters	6:10	22-Aug-98	5	Housekeeper for room
Lodging	Pat Cahill	6:10	22-Aug-98	5	Male, 5'10" - 6' tall, brown hair
Lodging	Saundra	6:10	22-Aug-98	4	Employee Answering Telephone
Lodging	Barbara Pendergrass	15:10	27-Aug-98	5	Housekeeper for room
Lodging	Ben	15:10	27-Aug-98	5	Male 5'9", dark hair, 40
Lodging	Mike Lovelace	15:10	27-Aug-98	5	Male, 6ft, light brown hair, 40-45 yrs old
Lodging	Sandra Wampler	15:10	27-Aug-98	5	Employee Answering Telephone
Lodging	Anna	22:30	6-Sep-98	4	Employee Answering Telephone
Lodging	Betty Kelly	22:30	6-Sep-98	5	Female, 5'5", brown/blonde - mid 50's
Lodging	Linda	22:30	6-Sep-98	4	Housekeeper for room
Lodging	Michael	22:30	6-Sep-98	3	Male, 6'0" black, 40 dressed in a suit
Lodging	Ms. Thompson	17:50	9-Sep-98	5	Employee Answering Telephone
Lodging	Roger	17:50	9-Sep-98	4	Male, 6 feet, gray and black hair
Lodging		17:50	9-Sep-98	5	Housekeeper for room
Lodging		17:50	9-Sep-98	4	Female, 5 feet, black hair, 30's, Asian
Lodging	A1C John Catron		5-Oct-98	5	Male, 5'10", Brown, 22
Lodging	Chris Green	13:40	5-Oct-98	5	Housekeeper for room
Lodging	Michael Williams	13:40	5-Oct-98	5	Male, 50, dark hair, 5'8"
Lodging	Sue Cox	13:40	5-Oct-98	5	Female, 5'4", dark brown, 43
Lodging	Used express check-out		5-Oct-98		
Lodging		13:40	5-Oct-98		Employee Answering Telephone
Lodging			5-Oct-98	4	Housekeeper for room
Lodging		13:40	5-Oct-98	5	Employee Answering Telephone

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Location	Name	#	Date	Time	Description
Lodging	Sgt Richard Robinson	5	10-Oct-98	16:54	Employee Answering Telephone
Lodging			10-Oct-98	16:54	Housekeeper for room
Lodging		3	10-Oct-98	16:54	
Lodging		3	10-Oct-98	16:54	Female, Asian, Dark hair, 40's
Officers' Club	Hope Dupree	5	21-Aug-98	12:15	Female, 5'7", black
Officers' Club	Hope Dupree	5	21-Aug-98	12:15	Female, 5'7", black
Officers' Club	Joyce		21-Aug-98	12:15	Employee Answering Telephone
Officers' Club	Deborah	3	22-Aug-98	18:30	Female, 5'2", Blonde, Short hair
Officers' Club	Joyce	4	22-Aug-98	18:30	Employee Answering Telephone
Officers' Club	Rita Srodek	5	22-Aug-98	18:30	Female, 5'3", Auburn Hair
Officers' Club	Shane	4	22-Aug-98	18:30	Male, 6'2", Dark Blond Hair
Officers' Club	Debbie Pepper	5	8-Sep-98	18:30	Female, 5'5", blonde hair
Officers' Club	Jean Tincher	5	8-Sep-98	18:30	Employee Answering Telephone
Officers' Club	Reiko	3	8-Sep-98	18:30	Female, 5'2", black and some gray hair, Asian
Officers' Club	Rita	5	8-Sep-98	18:30	Female, 5'4", reddish brown hair
Officers' Club	David		16-Sep-98	12:05	Employee Answering Telephone
Officers' Club		1	16-Sep-98	12:05	White male, brown hair, goatee, tatoos on arm and leg
Officers' Club		1	16-Sep-98	12:05	White male, brown hair, goatee, tatoos on arm and leg
Pitzenbarger	Mr. Catman	4	8-Aug-98	12:15	Employee Answering Telephone
Pitzenbarger	Ms. McGarvey	4	8-Aug-98	12:15	Female, 6'3", Brown hair
Pitzenbarger	Susan Dabe	5	8-Aug-98	12:15	Female, 6'3", brown hair
Pitzenbarger	Linda Mason	5	8-Sep-98	7:00	Female, 50's
Pitzenbarger	Markus Cardwell	5	8-Sep-98	7:00	Employee Answering Telephone
Pitzenbarger	Susan Dade	4	8-Sep-98	7:00	30's, female, brown hair
Prairie Trace	Eric Halspap	5	26-Aug-98	11:30	Employee Answering Telephone
Prairie Trace	John	4	26-Aug-98	11:30	Male, 5'6" Brown hair
Prairie Trace	Lois	4	26-Aug-98	11:30	Female, 5'8", Blonde/Brown hair
Prairie Trace	Craig	2	7-Oct-98	11:45	Male, 5'8", brown hair, glasses
Prairie Trace	Craig Landis	5	7-Oct-98	11:45	Employee Answering Telephone
Prairie Trace	Lois Evans	5	7-Oct-98	11:45	Female, 5'3", brown hair
Restaurant #1	Chris	3	27-Aug-98	11:45	Employee Answering Telephone
Restaurant #1	Did not get name		27-Aug-98	11:45	
Restaurant #1	Judy	5	27-Aug-98	6:35	Female, mixblack/gray
Restaurant #1	Sherry	5	27-Aug-98	6:35	Employee Answering Telephone
Restaurant #1	Sue Bell	4	27-Aug-98	11:45	Female - 5'5" middle age
Restaurant #1	Suzi	5	27-Aug-98	6:35	Female, Dark Brown, Foreign
Restaurant #1	James Robinson	5	4-Sep-98	7:00	Employee Answering Telephone
Restaurant #1	Pauline	4	4-Sep-98	7:00	Female, 5'8" light brown hair
Restaurant #1	Pauline	4	4-Sep-98	7:00	Female, 5'8" light brown hair

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Restaurant #1	Cashier	3	15-Sep-98	11:30	
Restaurant #1	Larry	4	15-Sep-98	11:30	Employee Answering Telephone
Restaurant #1	Wanda	3	15-Sep-98	11:30	Dark hair
Restaurant #2	Nanny	4	24-Aug-98	11:10	Female, brown hair, around 5'7", maybe late 40's
Restaurant #2	Nanny	4	24-Aug-98	11:10	Female, brown hair, around 5'7", maybe late 40's
Restaurant #2	Sounded like "Nanny"	4	24-Aug-98	11:10	Employee Answering Telephone
Restaurant #2	Nan	5	25-Aug-98	8:25	Employee Answering Telephone
Restaurant #2	Unknown - No Nametag	5	25-Aug-98	8:25	Male, approx 5'9", dark brown/black, wore chef hat and glasses
Restaurant #2	Unknown -- No Nametag	5	25-Aug-98	8:25	Female, approx 5'10" and 160lbs, dark brown med length hair, pink glasses
Restaurant #2	Cook	5	9-Sep-98	8:40	Male, 5'10", Brown hair - balding
Restaurant #2	Nanly Master		9-Sep-98	8:40	Employee Answering Telephone
Restaurant #2	Nannie Master	5	9-Sep-98	8:40	Female, 5'8", Graying
Restaurant #3	Debra	5	25-Aug-98	11:00	Female, she was sitting but looked small, brown hair
Restaurant #3	Geraldine	3	25-Aug-98	11:00	Female, 5'3", Brown, mid age
Restaurant #3	Toi		25-Aug-98	11:00	Employee Answering Telephone
Restaurant #3	Debra Rickard	3	8-Sep-98	9:00	Short dark hair
Restaurant #3	Toi	2	8-Sep-98	9:00	Asian, short black hair, glasses, female
Restaurant #3		3	8-Sep-98	9:00	Employee Answering Telephone
Restaurant #3	Asoka Munaweera (Betty)	5	6-Oct-98	11:25	Female, Dark hair
Restaurant #3	Daniel	3	6-Oct-98	11:25	Employee Answering Telephone
Restaurant #3	Elena Russel	5	6-Oct-98	11:25	
Twin Base	Heather Albright	5	2-Sep-98	12:00	Female, 5'3", sandy hair, blue eyes
Twin Base	Sammy	5	2-Sep-98	12:00	Male, 5'8", brown hair
Twin Base	Sammy	4	2-Sep-98	12:00	Employee Answering Telephone